

INTEGRATED WORKFORCE PLAN
FOR TITLE I OF THE WORKFORCE INVESTMENT
ACT OF 1998 AND THE WAGNER-PEYSER ACT



INDIANA
WORKFORCE

DEVELOPMENT
AND ITS **WorkOne** CENTERS

Program Year 2012 – Program Year 2016
(July 1, 2012 – June 30, 2017)

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Integrated Workforce Plan Development Process

In accordance with the directives contained in the Department of Labor's Training and Employment Guidance Letter No. 21-11, the Indiana Department of Workforce Development (DWD) and the State Workforce Innovation Council (SWIC) have prepared an Integrated Workforce Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act. This Plan covers Program Years 2012 through 2016 (July 1, 2012 – June 30, 2017).

DWD and the SWIC consider the development of this Plan to be a continual and fluid process. The strategies, goals, and objectives outlined in this plan represent the result of on-going planning efforts to incorporate the Governor's vision for economic and workforce development.

In order to effectively engage partners in the development of this Plan, DWD and the SWIC conducted a series of five regional partner forums throughout the State of Indiana in mid-summer 2012. The partner forums were attended by a broad representation of the partners needed in order to ensure the success of the strategies outlined within the Plan – local elected officials, employers, economic development officials, labor organizations, Job Corps program leadership, local workforce investment board members, one-stop operators, and service provider leadership were among the groups that were represented in the forums. The forums presented the opportunity for these partners to share thoughts, ideas, and strategies that could be included in the final version of the Plan. Following the partner forums, DWD and the SWIC reviewed all of the thoughts and ideas that were shared during the forums, and consolidated them into many of the strategies and objectives outlined within the Plan.

The final draft of the Integrated Workforce Plan was posted on DWD's website on August 31, 2012, and disseminated to DWD and the SWIC's partners, including all local WIBs, state and local partners, and those groups that participated in the regional forums. The Plan was also reviewed by the State Monitor Advocate for the Migrant and Seasonal Farmworker Program, who is a DWD staff person. Additionally, the Agricultural Outreach Plan, which for the first time in Indiana, is integrated with this Plan, was made available for public review and comment on August 15, 2012, and no comments have been received as of September 14, 2012. The Integrated Workforce Plan is available for public comment through September 30, 2012, at which time, DWD will submit any comments received to the USDOL. As of September 14, 2012, no comments have been received.

At its meeting on September 13, 2012, the SWIC reviewed the contents of the Plan, and unanimously voted to submit the Integrated Workforce Plan to the United States Department of Labor.

The Indiana Department of Workforce Development respectfully submits this Plan, and requests approval of the content, waivers, and assurances herein.

Section I – State Workforce Strategic Plan

Governor Daniels' Vision

The Governor's economic development goals are encompassed by the following two areas of focus:

- Jobs and Employment Growth
- Personal Income Growth

Over the last few years, Indiana, along with nearly all other states, experienced a large number of job losses affecting nearly all sectors, but primarily based in the manufacturing sector. Efforts to attract new industry and investment, even throughout the economic downturn, resulted in notable successes. Indiana continues to aggressively focus intra- and interagency efforts and objectives on these two overarching goals, and continually strives to leverage all available assets, including those from both public and private sectors, to bolster infrastructure, investment, and talent development.

The Governor has made maintaining a business-friendly environment the key element for attracting, retaining, and growing business and industry throughout Indiana. Through the Governor's leadership, the State has methodically created a business environment where conditions are set for success. Some primary features of Indiana's business-friendly environment are:

- **Corporate Income Tax Reduction** – Legislation cut Indiana's corporate income tax from 8 percent to 6.5 percent.
- **Indiana Ranked Top 3 for 2010 GDP Growth** – Indiana's Gross Domestic Product grew 4.6 percent in 2010, nearly two times the national rate of 2.6 percent, which is the 3rd highest growth rate in the country.
- **Right-to-Work** – On February 1, 2012, Indiana became the 23rd state in the U.S. and the first state in the Midwest to pass right-to-work legislation. This status creates an attractive environment for business and entrepreneurs alike to move their operations to Indiana.
- **AAA Credit Rating** – Indiana is one of only nine states to earn the top bond rating from all three major credit rating agencies.

Specific strategies have been and continue to be implemented to increase the amount of potential incentives that can be awarded for companies entertaining Indiana as a place of residence.

While Indiana does business in nearly every industry imaginable, the following industry sectors really define the state as a world-class center of research and manufacturing:

- **Life Sciences**, where more than 1,000 businesses in the medical device, pharmaceutical, drug development, diagnostic, and agriculture-biotech sectors make Indiana a national leader in exports, employment concentration, job growth, and Food and Drug Administration filings.
- **Automotive**, where over 630 automotive companies employ nearly 520,000 workers, and produce more than 11 percent of all automobiles in the U.S.

- **Energy**, where Indiana has become a hub of renewable energy research, development, and production of various sources, including wind, solar, nuclear, smart grid, geothermal, and lithium-ion batteries; and
- **National Security**, where Indiana's world-class national security facilities, research capability, technological innovation, engineering excellence, and manufacturing expertise provide national defense and homeland security companies with unmatched advantages.

When breaking down the State's goals to an additional level of detail, economic development efforts are viewed through two lenses: demand-side and supply-side. The Indiana Economic Development Corporation (IEDC) is charged with enhancing Indiana's "demand-side" of the workforce equation, by ensuring an ideal climate for businesses to thrive; while DWD works to bolster the "supply side" of the workforce equation, ensuring that those businesses have access to the best and brightest workers the state can offer. The IEDC works to consistently market benefits such as tax incentives, transition dollars, local incentive packages, land and property deals, and financing arrangements in an effort to both attract, and perhaps more importantly, encourage growth among the State's resident businesses and industry.

In order to better leverage resources, save taxpayer dollars, and increase efficiency for workforce investment activities, the Governor directed DWD to coordinate its efforts with the following agencies to ensure the presence of a skilled workforce throughout Indiana:

- Indiana Economic Development Corporation
- Family and Social Services Agency
- Indiana Department of Education
- Indiana Commission for Higher Education
- Ivy Tech Community College of Indiana
- Vincennes University
- Indiana Department of Corrections

The Governor's vision for bringing together the key stakeholders in the workforce development equation revolves around the element of partnering in an efficient and effective manner that can produce results aimed at bettering the lives of Indiana residents. Partnering to develop systems and structures that revolve around the aspect of accountability and measurement are top priorities. The State will continue to sharpen its ability to produce better results with fewer resources, as this is not only a problem endemic to private industry due to global recession, but also in the public sector as an ever-aging workforce and population will bring on significant challenges in the form of shrinking revenue streams (tax base; income, sales, or property) and increasing expense streams (health care and retirement costs).

Governor Daniels has made growing Hoosier jobs and personal income the organizing principles of his administration. A primary lever for job and personal income growth is strategic investments to improve the skills of Indiana's workforce, improve the innovative capacity for our regions and develop a competitive advantage in human capital to compete in the global economy over the long haul.

In line with the Governor's overall agenda, the following three priorities for the publicly-funded workforce system are:

1. **Grow Hoosier Jobs and Employment** – The economic downturn greatly affected Indiana. In July of 2009, the seasonally adjusted unemployment in the State was 10.8 percent which was an increase of 5.1 percent from the previous year. Since that time, Indiana’s unemployment rate has steadily declined, and as of July 2012, Indiana’s seasonally-adjusted unemployment rate is 8.2 percent. The number of unemployed individuals seeking employment highlights the prescience of the Governor’s agenda to grow Hoosier jobs and employment. Clearly, the number of individuals that need workforce investment services calls for both rapid and bold measures that ensures that businesses have access to the best and brightest talent.
2. **Grow Hoosier Personal Income** – As of 2010, the per capita personal income of Indiana residents was just 85 percent of the average per capita income throughout the United States. The economic downturn has only heightened the Governor’s agenda to help grow Hoosier personal income by ensuring that Hoosiers have access to the highest quality of training and education.
3. **Deliver Premier Customer Service** –Indiana’s WorkOne system interfaces directly with more Hoosiers than any other state agency other than the Bureau of Motor Vehicles. Throughout the economic downturn, even more Hoosiers are accessing needed services through the WorkOne system. With this comes a special responsibility to not only meet the needs of our customers, both employers and employees (dislocated and incumbent), but to exceed those needs through premier customer service. Such service will lead more customers to appropriately leverage the WorkOne system. We will continue o strive towards consistent improvements in our customer service. Further, State measures will go beyond those requested from the U. S. Department of Labor in order to gain more immediate and insightful feedback.

To achieve success on these priorities, the State Workforce Innovation Council and the Indiana Department of Workforce Development have established three strategic goals for workforce investment programs:

1. **Identify, align and connect Indiana employers with qualified workers.**
 - Ensure collaborative and integrated partnerships between the workforce investment system and the employment community, focusing on high-wage or high-demand sectors, that provide reliable and visible support to employers seeking qualified workers.
 - Ensure partnerships that provide input to the educational and supportive programs and services provided to youth and adult learners and workers.
2. **Ensure Hoosiers understand and achieve occupational goals that advance Indiana’s economy.**
 - Provide relevant, reliable and visible career development for Indiana adults and at-risk youth that includes career development, adult remedial education, occupational training, workplace-skill development, and (re)employment assistance, with a focus on high-wage or high-demand jobs.

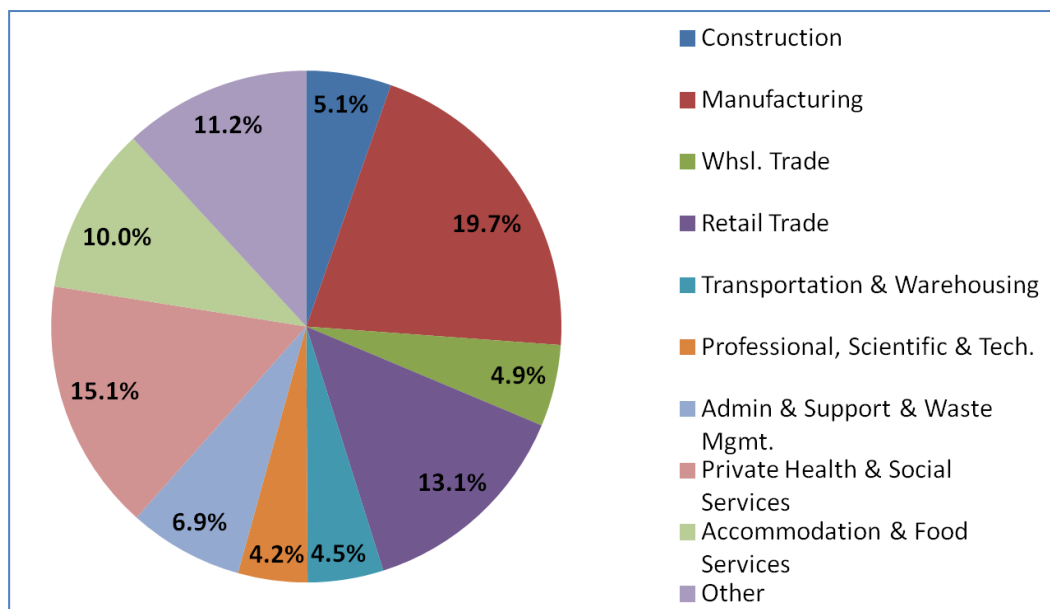
3. Achieve a cohesive workforce investment system that focuses on delivering high quality services with great efficiency.

- Provide a workforce investment system whose education and support programs articulate with the state's public, private, nonprofit and community-based institutions to ensure the delivery of highest-quality opportunities for career-development and reemployment.
- Ensure that the services in the workforce investment system are delivered by professional staff that possess the knowledge and skills to support youth and adult workers in their career development and reemployment.

Economic and Workforce Information Analysis

Employment Sectors

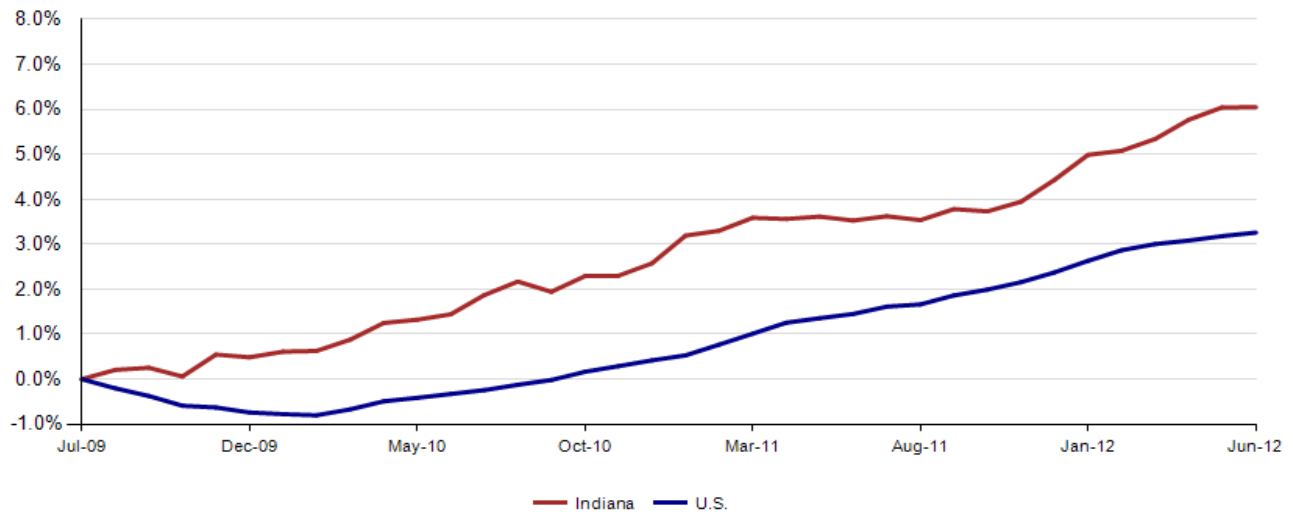
The State of Indiana has a fairly diverse economy, representing a myriad of employment sectors. As has historically been the case, the State's primary employment sector is manufacturing, which accounted for 19.7 percent of Indiana's private sector employment in 2011. Private Health and Social Services accounted for 15.1 percent of employment, Retail Trade for 13.1 percent, and Accommodation and Food Services. While the manufacturing sector is, and will continue to be, Indiana's key employment sector, historic data shows that the percentage of manufacturing jobs has been decreasing since the 1990s, while other employment sectors, such as Private Healthcare and Social Services, Administrative and Support and Waste Management, and Professional, Scientific and Technology, have been increasing.



Source: 2011 Quarterly Census of Employment and Wages

Job Growth

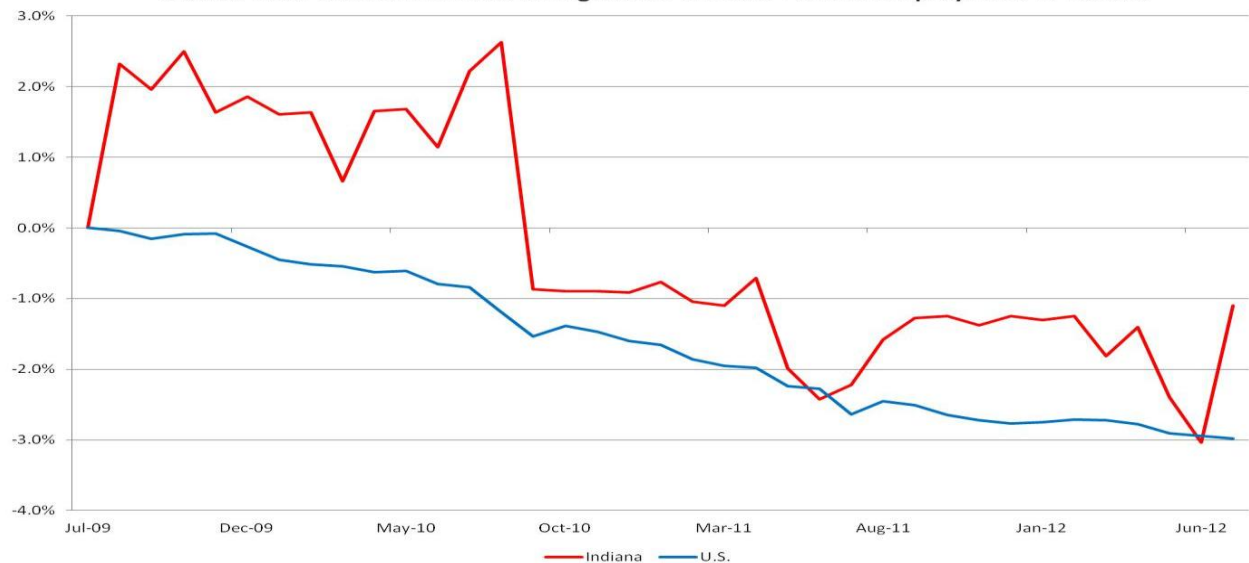
Private Sector Job Growth Since the Low Point of Employment in Indiana



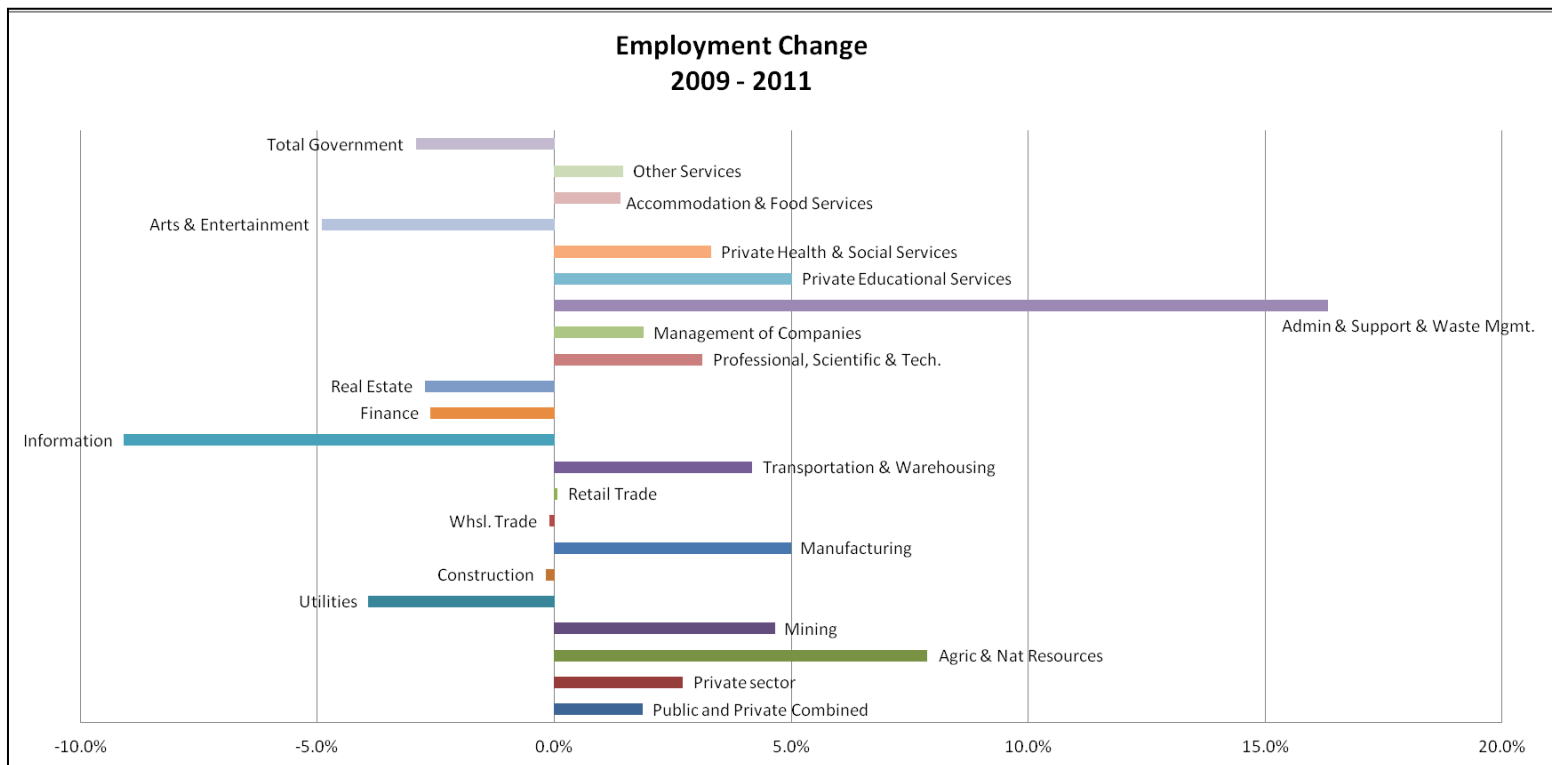
July 2012 marked the ninth consecutive month of private sector job growth in Indiana. As the previous graphic shows, private sector job growth has steadily risen since the low point of the employment in July of 2009. The State's private sector job growth during that time has outpaced the national rate, as well as most of the other Midwestern states.

During the same timeframe, public sector employment, within State and Local Government throughout the State has decreased.

State & Local Government Job Change Since the Low Point of Employment in Indiana



From an employment sector viewpoint, nearly all of Indiana's employment sectors have experienced growth from the low point in 2009.



Since 2009, the following employment sectors have experienced the greatest percentage of increase in employment: Administration and Support and Waste Management (16.3 percent); Agriculture and Natural Resources (7.8 percent); Manufacturing (5 percent); and Private Educational Services (5 percent). Those employment sectors that have experienced the greatest decrease are Information (-9.1 percent); Arts and Entertainment (-4.9 percent); and Utilities (-3.9 percent).

Short-Term Projected Occupational Growth

When reviewing the projected growth data along occupational lines, the State of Indiana anticipates seeing a significant number of job openings in the near-term future. Below is a table that represents five occupational classifications with a significant number of projected job openings through 2013.

Occupational Classes with Significant Projected Openings-Short Term (2013)					
	2011 Employment	2013 Projection	Growth	Replacements	Total Openings
Sales and Related Occupations	315,575	316,863	1,288	21,477	23,146
Office and Administrative Support Occupations	417,030	419,669	2,639	18,062	22,202
Production Occupations	341,380	345,746	4,366	13,426	19,300
Transportation and Moving Material Occupations	250,929	355,401	4,372	12,441	17,000
Healthcare Practitioners and Technical Occupations	182,005	187,409	5,404	6,629	12,034

Source: Short-Term (2011-2013) Occupational Projections

When reviewing this occupational data at the occupational title level, the State has been able to identify the knowledge and skills that will be needed for individuals to successfully enter into the projected job openings. The following table indicates the specific occupation titles with a significant number of job openings available in the near-term future, and identifies the primary knowledge and skills associated with each occupation. It is these knowledge and skills, combined with the requisite education, training, and certification that employers value when adding new workers.

Occupational Titles with Projected Significant Growth through 2013				
Occupational Title	Total Openings (Through 2013)	Average Annual Wage	Primary Knowledge Needed	Primary Skills Needed
Registered Nurses	4,180	\$57,034	Medicine and Dentistry, Customer and Personal Service, Psychology	Social Perceptiveness, Active Listening, and Coordination
Heavy and Tractor-Trailer Truck Drivers	3,002	\$38,730	Transportation, Public Safety and Security, Mechanical	Operation and Control, Operational Monitoring, and Judgement and Decision Making
Postsecondary Teachers	2,184	\$60,237	Education and Training, English Language, Psychology	Speaking, Reading Comprehension, Instructing
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,909	\$50,669	Sales and Marketing, Customer and Personal Service, English Language	Active Listening, Speaking, Persuasion
Teachers Assistants	1,716	\$23,580	Education and Training, English Language, Psychology	Active Listening, Speaking, and Social Perceptiveness
First-Line Supervisors of Retail Sales Workers	1,680	\$34,861	Customer and Personal Service, Sales and Marketing, Administration and Management	Active Listening, Coordination, and Critical Thinking
First-Line Supervisors of Office and Administrative Support Workers	1,506	\$45,490	Customer and Personal Service, Administration and Management, English Language	Active Listening, Speaking, and Coordination
Licensed Practical and Licensed Vocational Nurses	1,475	\$38,189	Medicine and Dentistry, Customer and Personal Service, Psychology	Active Listening, Speaking, and Critical Thinking
Bookkeeping, Accounting, and Auditing Clerks	1,228	\$31,928	Clerical, Mathematics, English Language	Active Listening, Reading Comprehension, and Speaking
Inspectors, Testers, Sorters, Samplers, and Weighers	1,182	\$32,282	Production and Processing, Mathematics, English Language	Quality Control Analysis, Active Listening, Critical Thinking
Source: Short-Term (2011-2013) Occupational Projections				

Long-Term Occupational Growth

Based upon data analysis, the State of Indiana anticipates a number of occupations to significantly grow in the longer-term future. The following table represents five occupational classifications with a significant number of job openings between now and 2020.

Occupational Classes with Significant Projected Openings-Long-Term (2020)					
Occupational Class	2010 Employment	2020 Projection	Growth	Replacements	Total Openings
Office and Administrative Support Occupations	410,491	451,838	41,347	89,882	135,277
Sales and Related Occupations	311,519	347,756	36,237	95,877	132,153
Transportation and Material Moving Occupations	241,536	278,276	36,740	60,902	97,794
Healthcare Practitioners and Technical Occupations	179,375	227,488	48,113	36,740	84,853
Production Occupations	325,214	342,796	17,582	64,097	84,225
Source: Long-Term (2010-2020) Occupational Projections					

As with the short-term occupational projections, when reviewing the data at a more-detailed level, the knowledge and skills that will be needed by Indiana's employers in the long-term become more apparent. The following table indicates the specific occupations with a significant number of job openings available through 2020, and identifies the primary knowledge and skills associated with each occupation.

Occupational Titles with Projected Significant Growth through 2020				
Occupational Title	Total Openings (through 2020)	Annual Wage	Primary Knowledge Needed	Primary Skills Needed
Registered Nurses	27,647	\$57,034	Medicine and Dentistry, Customer and Personal Service, Psychology	Social Perceptiveness, Active Listening, and Coordination
Heavy and Tractor-Trailer Truck Drivers	20,847	\$38,730	Transportation, Public Safety and Security, Mechanical	Operation and Control, Operational Monitoring, and Judgement and Decision Making
First-Line Supervisors of Retail Sales Workers	12,030	\$34,861	Customer and Personal Service, Sales and Marketing, Administration and Management	Active Listening, Coordination, and Critical Thinking
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	11,184	\$50,669	Sales and Marketing, Customer and Personal Service, English Language	Active Listening, Speaking, Persuasion
Postsecondary Teachers	11,041	\$60,237	Education and Training, English Language, Psychology	Speaking, Reading Comprehension, Instructing
Licensed Practical and Licensed Vocational Nurses	10,156	\$38,189	Medicine and Dentistry, Customer and Personal Service, Psychology	Active Listening, Speaking, and Critical Thinking
First-Line Supervisors of Office and Administrative Support Workers	9,607	\$45,490	Customer and Personal Service, Administration and Management, English Language	Active Listening, Speaking, and Coordination
Bookkeeping, Accounting, and Auditing Clerks	9,334	\$31,928	Clerical, Mathematics, English Language	Active Listening, Reading Comprehension, and Speaking
Teachers Assistants	9,033	\$23,580	Education and Training, English Language, Psychology	Active Listening, Speaking, and Social Perceptiveness
Carpenters	8,279	\$37,960	Building and Construction, Mathematics, Mechanical	Critical Thinking, Equipment Selection, and Operation Monitoring
Source: Long-Term (2010-2020) Occupational Projections				

Hoosier Hot 50 Jobs

The Indiana Department of Workforce Development maintains a listing of the fifty fastest growing, high wage jobs of tomorrow. This listing, called the Hoosier Hot 50 Jobs is based on an index of eight weighted occupational measures of growth and opportunity; they are based on Indiana's Occupational Projections and wage data from the Occupational Employment Statistics survey. Following is a list of the jobs listed on the Hoosier Hot 50 Jobs list, along with the education and training needed for individuals to become qualified for the job.

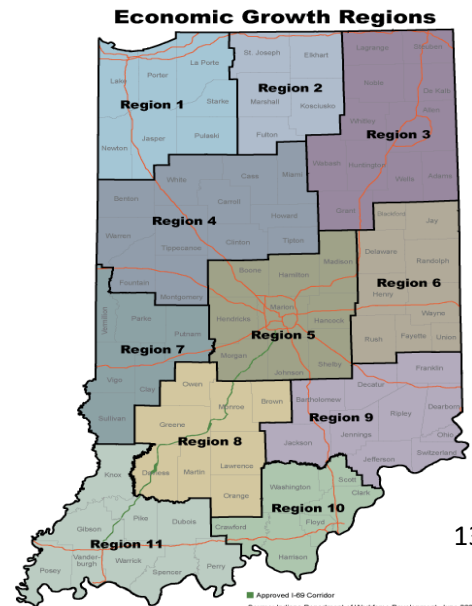
Rank	Job Title	Education/Training Needed
1	Physicians and Surgeons	Doctoral or professional degree
2	Registered Nurses	Associate's degree
3	Physical Therapists	Doctoral or professional degree
4	Dental Hygienists	Associate's degree
5	Computer Software Engineer	Bachelor's degree
6	Postsecondary Teachers	Bachelor's/Masters degree
7	Plumbers, Pipefitters, and Steamfitters	High school diploma or equivalent, plus Apprenticeship
8	Pharmacists	Doctoral or professional degree
9	Operating Engineers and Other Construction Equipment Operators	High school diploma or equivalent, plus Moderate-Term On-the-Job Training
10	Medical and Health Services Managers	Bachelor's degree
11	Cost Estimators	Bachelor's degree
12	First-Line Supervisors of Construction Trades and Extraction Workers	High school diploma or equivalent, plus more than 5 years experience
13	Social Workers	Bachelor's/Masters degree
14	Market Research Analysts and Marketing Specialists	Bachelor's degree
15	Art/Graphic design workers	Bachelor's degree
16	Management Analysts	Bachelor's degree
17	Heavy and Tractor-Trailer Truck Drivers	High school diploma or equivalent, plus short-term on-the-job training
18	Preschool, Primary, Secondary, and Special Education School Teachers	Bachelor's/Masters degree
19	Sales Representatives, Wholesale and Manufacturing	High school diploma or equivalent
20	Occupational Therapists	Master's degree
21	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Postsecondary non-degree award, plus long-term on-the-job training
22	Electricians	High school diploma or equivalent, plus Apprenticeship
23	Construction Managers	Associate's degree
24	Licensed Practical and Licensed Vocational Nurses	Postsecondary non-degree award
25	Occupational Therapy and Physical Therapist Assistants and Aides	Bachelor's degree

Rank	Job Title	Education/Training Needed
26	Accountants and Auditors	Bachelor's degree
27	Sales Representatives, Services	Associate's degree
28	Computer Systems Analysts	Bachelor's degree
29	Network and Computer Systems Administrators	Bachelor's degree
30	Personal Finance Advisors	Bachelor's degree
31	Dental Assistants	Postsecondary non-degree award
32	Veterinarians	Doctoral or professional degree
33	Optometrists	Doctoral or professional degree
34	Counselors	Master's degree
35	Information Security Analysts, Web Developers, and Computer Network Architects	Bachelor's degree
36	Training and Development Specialists	Bachelor's degree
37	Industrial Machinery Mechanics	High school diploma or equivalent, plus long-term on-the-job training
38	Radiologic Technologists and Technicians	Associate's degree
39	Physician Assistants	Master's degree
40	Actuaries	Bachelor's degree
41	School Administrator	Bachelor's/Master's degree
42	Database Administrators	Bachelor's degree
43	Civil Engineers	Bachelor's degree
44	Medical Scientists, Except Epidemiologists	Doctoral or professional degree
45	Clinical, Counseling, and School Psychologists	Doctoral or professional degree
46	Cement Masons and Concrete Finishers	Less than high school, plus moderate-term on-the-job training
47	Boilermakers	High school diploma or equivalent, plus Apprenticeship
48	Brickmasons and Blockmasons	High school diploma or equivalent, plus Apprenticeship
49	Biomedical Engineers	Bachelor's degree
50	Dentists, General	Doctoral or professional degree

The full listing of the Hoosier Hot 50 Jobs, including hot jobs listed by industry, education, salary, and region may be found at the following link: <https://netsolutions.dwd.in.gov/hh50/>

Economic Growth Regions

The State of Indiana is divided into eleven economic growth regions. These regions were created through analysis and evaluation conducted by the Indiana Department of Workforce Development, in collaboration with the Indiana Economic Development Corporation, local elected officials, economic development organizations, and workforce investment system representatives.



When establishing these regions, the State utilized specific indicators and factors, including:

- Commuting patterns;
- Educational attainment by Region;
- New job creation by Region;
- Net migration (2000-2040);
- Proximity of vocational and academic institutions;
- Current infrastructure; and
- Indiana legislative districts.

The following tables provide economic and workforce data for each of Indiana's eleven economic growth regions.

Region	Labor Force (2011)	Unemployment Rate (Aug. 2012)	MSAs	Annual Wage (May 2011)	Top 3 Industries by Employment (2010)	Top 3 Occupations by Projected Growth
1 (Jasper, Lake, LaPorte, Newton, Porter, Pulaski, and Starke counties)	397,163	8.9	Gary	\$32,010	Health Care, Social Services	Registered Nurses
			Michigan City-Laporte	\$29,040	Retail Trade	Combined Food Preparation and Serving Workers, Including Fast Food
					Manufacturing	Truck Drivers, Heavy and Tractor-Trailer
2 (Elkhart, Fulton, Kosciusko, Marshall, and St. Joseph counties)	294,726	8.6	Elkhart-Goshen	\$29,990	Manufacturing	Registered Nurses
			South Bend	\$31,370	Health Care, Social Services	Combined Food Preparation and Serving Workers, Including Fast Food
					Retail Trade	Home Health Aides
3 (Adams, Allen, DeKalb, Grant, Huntington, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley counties)	368,657	7.9	Ft. Wayne	\$31,020	Manufacturing	Registered Nurses
					Retail Trade	Home Health Aides
					Health Care, Social Services	Combined Food Preparation and Serving Workers, Including Fast Food
4 (Benton, Carroll, Cass, Clinton, Fountain, Howard, Miami, Montgomery, Tippecanoe, Tipton, Warren, and White counties)	236,301	8	Kokomo	\$32,320	Manufacturing	Combined Food Preparation and Serving Workers, Including Fast Food
			Lafayette	\$31,050	Retail Trade	Registered Nurses
					Health Care, Social Services	Nursing Aides, Orderlies, and Attendants
5 (Boone, Hamilton, Hancock, Henricks, Johnson, Madison, Marion, Morgan, and Shelby counties)	938,829	7.7	Anderson	\$27,630	Health Care, Social Services	Registered Nurses
			Indianapolis-Carmel	\$34,270	Retail Trade	Truck Drivers, Heavy and Tractor-Trailer
					Manufacturing	Combined Food Preparation and Serving Workers, Including Fast Food
6 (Blackford, Delaware, Fayette, Henry, Jay, Randolph, Rush, Union, and Wayne counties)	159,204	9.3	Muncie	\$29,100	Manufacturing	Home Health Aides
					Retail Trade	Combined Food Preparation and Serving Workers, Including Fast Food
					Health Care, Social Services	Registered Nurses
7 (Clay, Parke, Putnam, Sullivan, Vermillion, and Vigo counties)	105,214	9.6	Terre Haute	\$28,620	Manufacturing	Combined Food Preparation and Serving Workers, Including Fast Food
					Retail Trade	Registered Nurses
					Health Care, Social Services	Nursing Aides, Orderlies, and Attendants

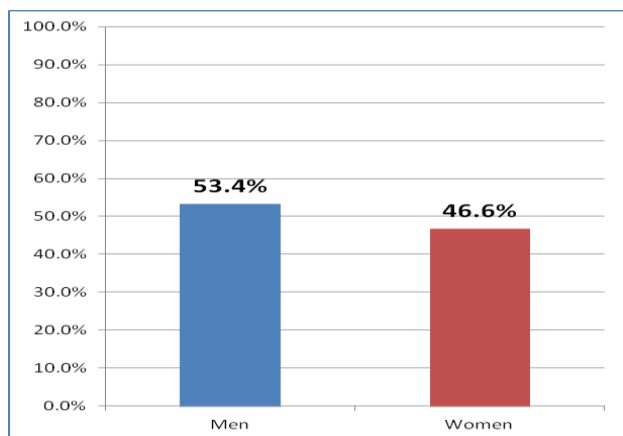
Region	Labor Force (2011)	Unemployment Rate (Aug. 2012)	MSAs	Median Annual Wage (May 2011)	Top 3 Industries by Employment (2010)	Top 3 Occupations by Projected Growth
8 (Brown, Daviess, Greene, Lawrence, Martin, Monroe, Orange, and Owen counties)	157,084	7.7	Bloomington	\$30,300	Retail Trade	Team Assemblers
					Manufacturing	Combined Food Preparation and Serving Workers, Including Fast Food
					Accommodation, Food Service	Registered Nurses
9 (Bartholomew, Dearborn, Decatur, Franklin, Jackson, Jefferson, Jennings, Ohio, Ripley, and Switzerland counties)	164,930	7.3	Columbus	\$31,840	Manufacturing	Combined Food Preparation and Serving Workers, Including Fast Food
					Retail Trade	Home Health Aides
					Accommodation, Food Service	Truck Drivers, Heavy and Tractor-Trailer
10 (Clark, Crawford, Floyd, Harrison, Scott, and Washington counties)	142,936	7.3	None (Indiana)	\$31,280	Manufacturing	Truck Drivers, Heavy and Tractor-Trailer
					Retail Trade	Combined Food Preparation and Serving Workers, Including Fast Food
					Health Care, Social Services	Registered Nurses
11 (Dubois, Gibson, Knox, Perry, Pike, Posey, Spencer, Vanderburgh, and Warrick counties)	223,227	7.1	Evansville	\$31,540	Manufacturing	Registered Nurses
					Health Care, Social Services	Combined Food Preparation and Serving Workers, Including Fast Food
					Retail Trade	Truck Drivers, Heavy and Tractor-Trailer

More in-depth profiles of each region may be found at <http://www.hoosierdata.in.gov/index.asp>.

Demographics of Indiana's Workforce

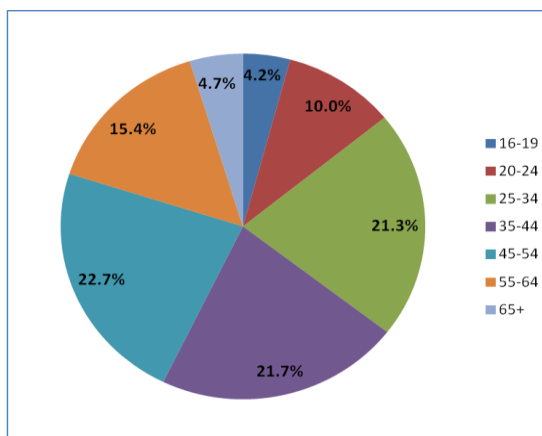
As of June 2012, there were approximately 3.2 million individuals in Indiana's workforce, with over 2.94 million of those individuals being employed. The workforce is comprised of 53.4 percent men and 46.6 percent women.

Gender Mix of Workforce



Source: 2011 Current Population Survey

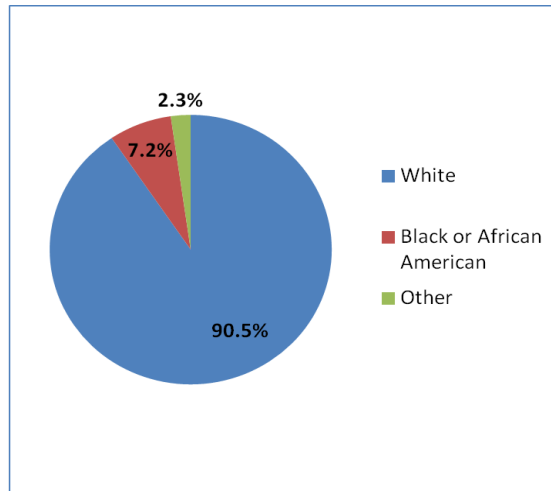
Age Distribution of Workforce



Source: 2011 Current Population Survey

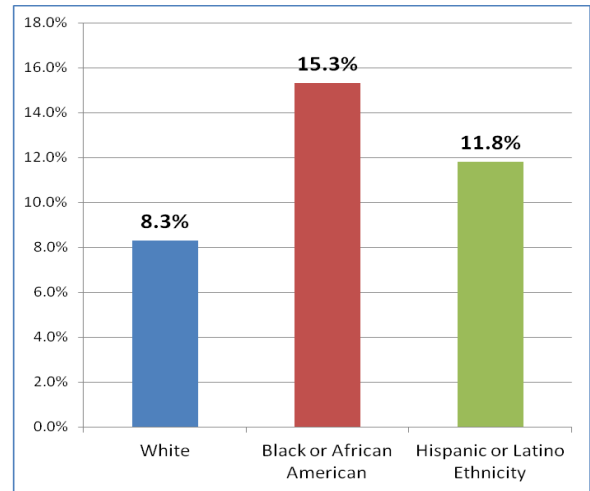
ana's workforce is fairly mature, with nearly 43 percent of the workforce being age 45 or above; however, nearly 36 percent of the workforce is between the ages of 16 and 24 years of age, which means that there appear to be an adequate number of workers in Indiana's pipeline.

Racial Makeup of Workforce



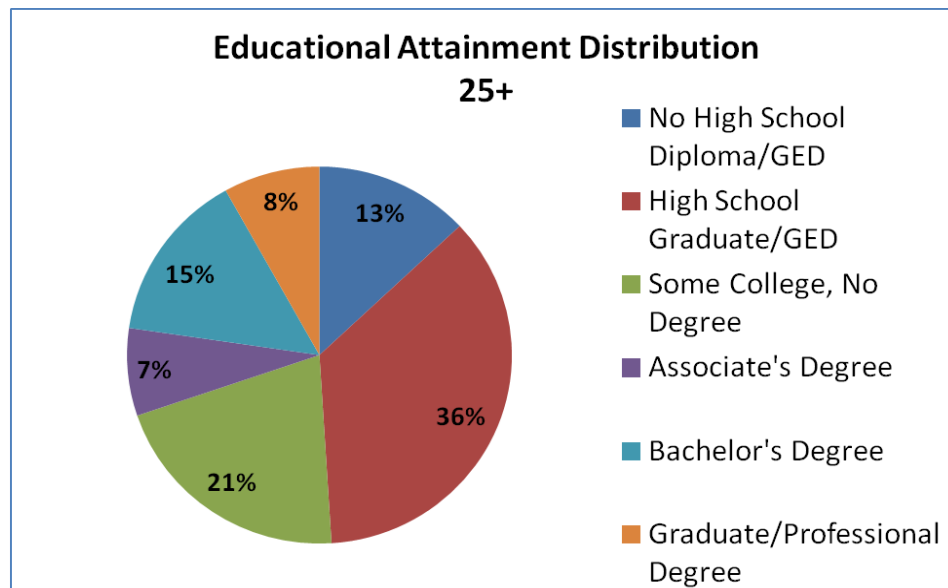
Source: 2011 Current Population Survey

Unemployment Rate by Race/Ethnicity



Source: 2011 Current Population Survey

Educational Attainment



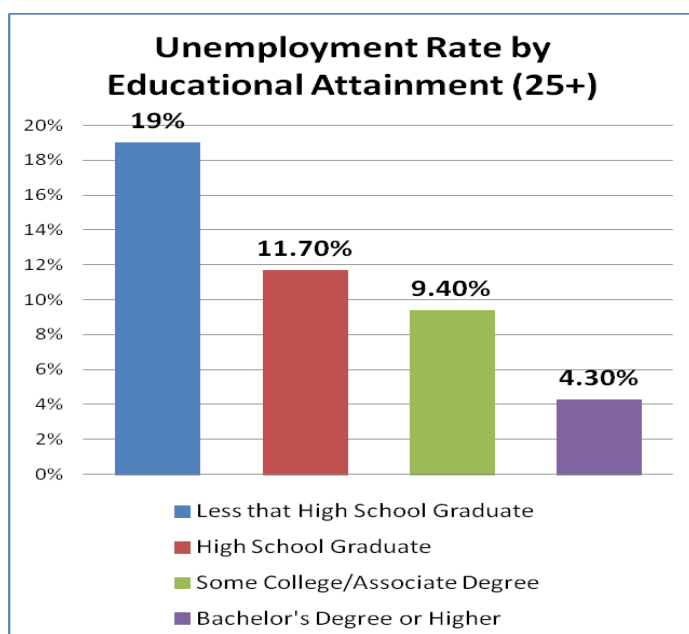
Source: 2010 American Community Survey

Educational attainment represents an area of need for Indiana's workforce. According to data, Indiana ranks 44th in the nation for percentage of its population that has obtained a bachelor's degree or higher,

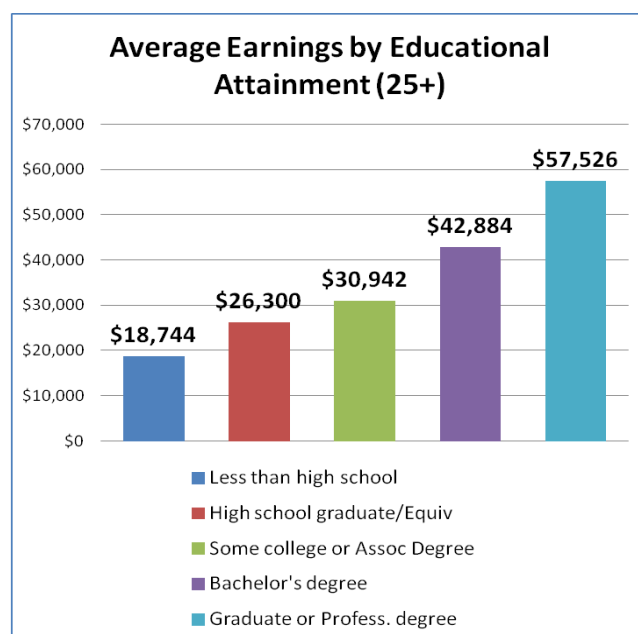
and 29th in the nation for the percentage of its workforce that has obtained a high school diploma or equivalent.

Data from the 2010 American Community Survey shows that 13 percent of Indiana's workforce aged 25 or above have not received their high school diploma or equivalent. Additionally, 21 percent of the population has entered college, but did not persist to earn a degree, while 7 percent earned an associate's degree, 15 percent earned a bachelor's degree and 8 percent earned a graduate or professional degree.

Data also shows that there is a strong correlation between educational attainment and the likelihood of becoming unemployed and an individual's average earnings.



Source: 2010 American Community Survey



Source: 2010 American Community Survey

This data, taken from the 2010 American Community Survey shows that the unemployment rate of individuals that have not earned a high school diploma is over four times that of individuals who have earned a bachelor's degree or higher, and double that of those that have at least some college or an associate's degree. Likewise, this data also shows a direct correlation between educational attainment and average earnings, where individuals in Indiana that have earned a bachelor's degree earn well over double those without a high school diploma or equivalent, and those that have attended some college or earned an associate's degree earn 1.65 times that of those without a high school diploma or equivalent.

Characteristics of Populations Targeted for Indiana's Workforce Investment Initiatives

As is described later in this Plan, the State is committed to providing workforce investment services to all individuals in need, and have focused efforts and collaborative partnerships, aimed at providing services to a diverse range of population groups, including ex-offenders, low-income youth, individuals with disabilities, and veterans. In addition to those groups, the Indiana Department of Workforce Development

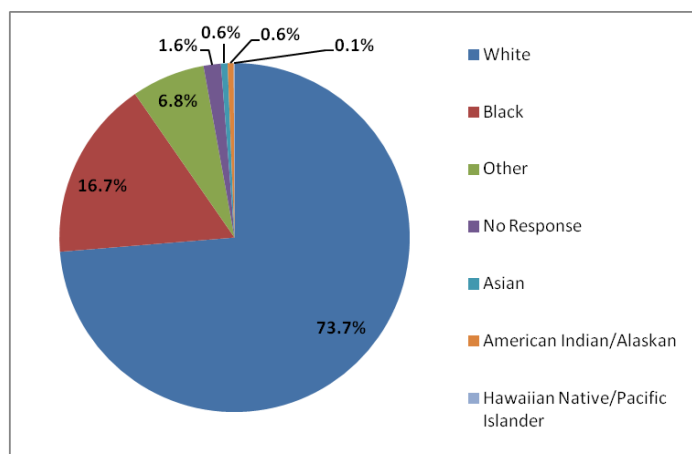
and the State Workforce Innovation Council have identified two groups of individuals that it intends to focus service delivery to in the coming years:

- 1) Individuals without a High School Diploma or GED; and
- 2) Long-Term Unemployed Individuals.

The identification of these two groups was based upon the analysis of individuals that were most in need of, and could benefit the most from services available through Indiana's WorkOne system. The following data provides a snapshot of the characteristics of these two groups.

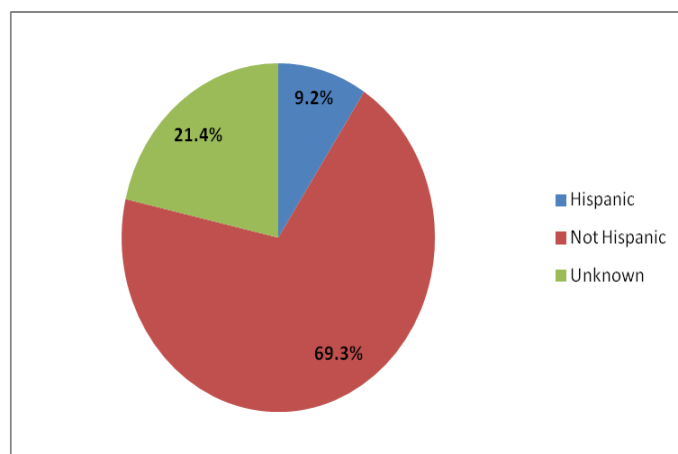
Individuals without a High School Diploma or GED

Race of Unemployment Claimants without a High School Diploma or GED



Source: Regular UI, Emergency Unemployment Compensation, TAA, UCFE, UCX Claimants (September 2012)

Ethnicity of Unemployment Claimants without a High School Diploma or GED

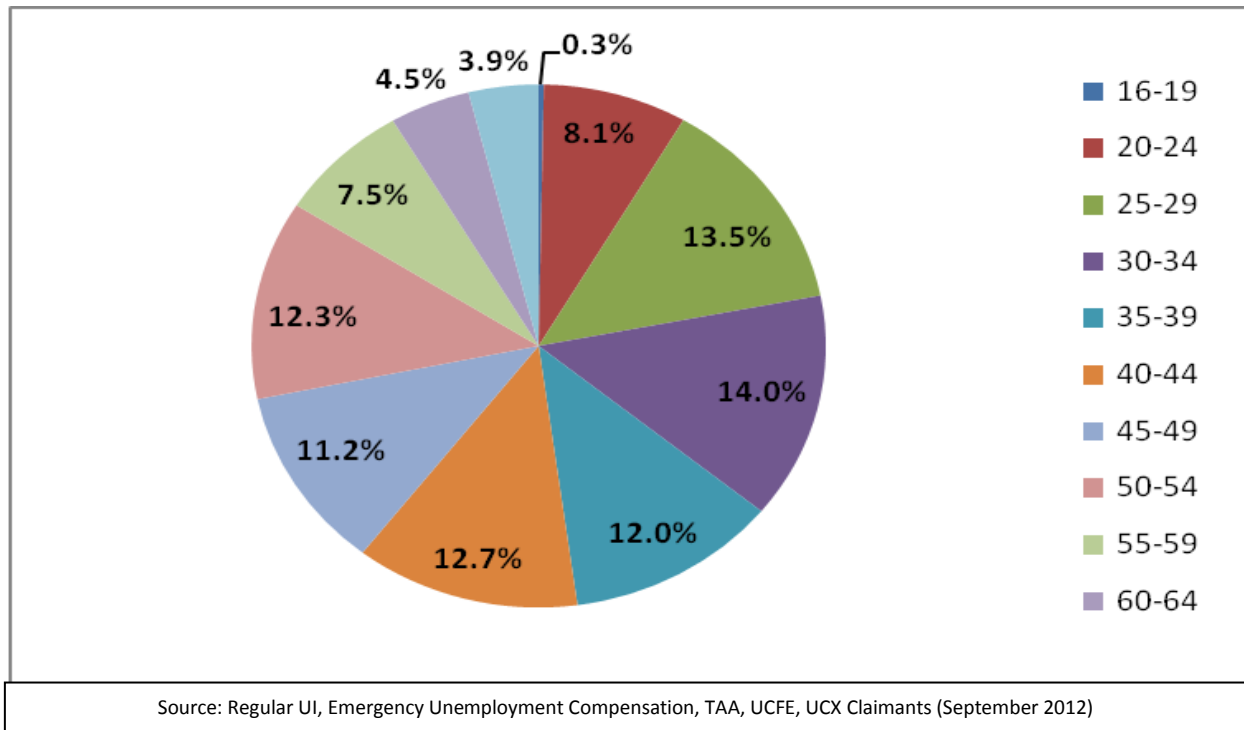


Source: Regular UI, Emergency Unemployment Compensation, TAA, UCFE, UCX Claimants (September 2012)

Through the review and analysis of claimant data supplied by Indiana's unemployment insurance program, the State has been able to identify proportion of unemployment claimants along racial and ethnic lines that do not have a high school diploma or GED.

Additionally, the graph on the following page indicates the breakout of unemployment claimants without a high school diploma or GED by age group. Interesting to note is that the age grouping of workers between the ages of 20 and 39 accounts for nearly 48 percent of this group. These individuals are within their prime working years, yet they are all looking for new employment without having a high school diploma or GED. As data previously provided indicates that average earnings for individuals without a high school diploma or GED is \$18,744, so the ability for these individuals to gain self-sufficient and sustainable employment for the long-term is severely compromised without increasing their educational attainment.

Age Distribution of Unemployment Claimants without a High School Diploma or GED



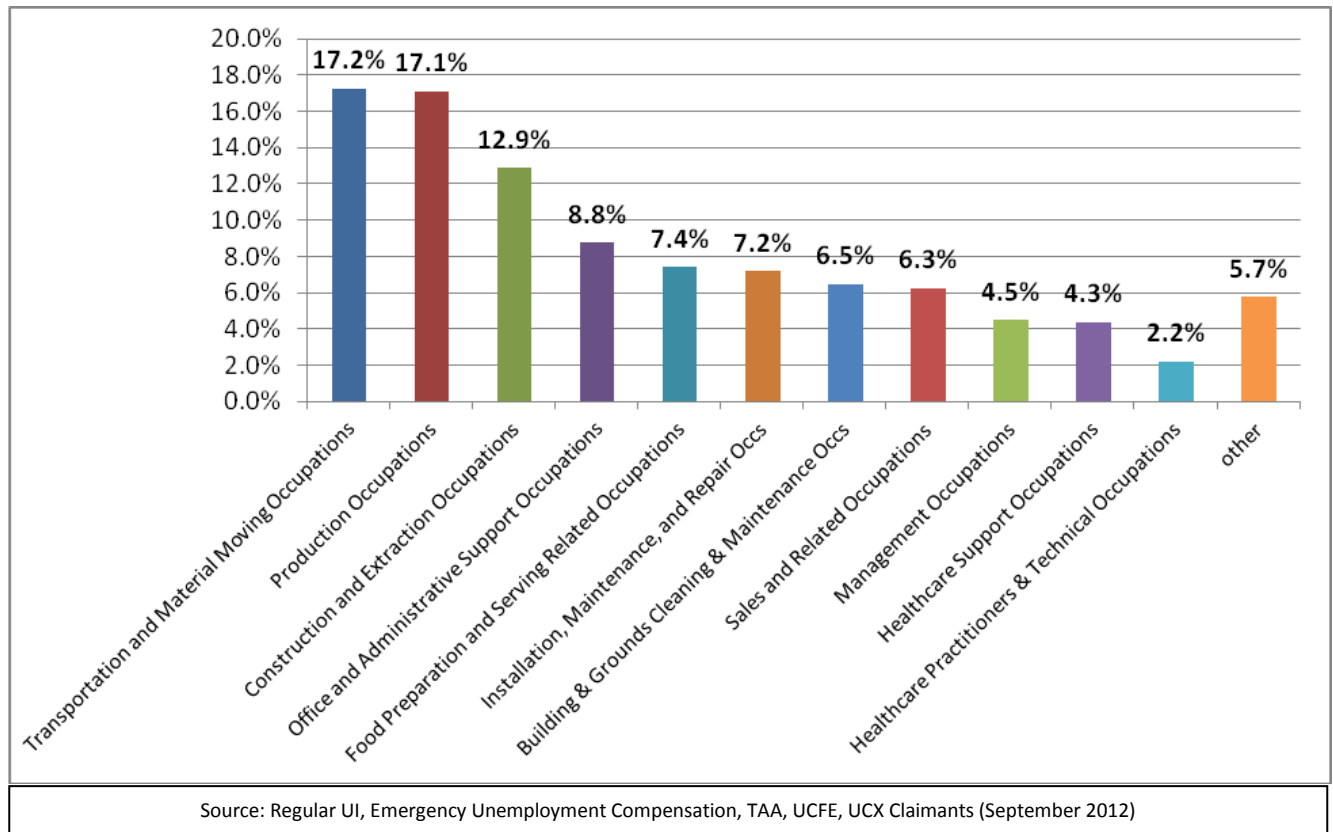
Although these individuals lack the educational attainment levels often necessary to enter and retain self-sufficient employment, many of them possess knowledge and skills that correlate to occupations that are in-demand. The following table identifies the skills that are associated with unemployed individuals without a high school diploma or GED.

Knowledge and Skills Associated with Unemployment Claimants without High School Diploma or GED	
Knowledge	Skills
English Language	Active Listening
Public Safety and Security	Service Orientation
Production and Processing	Speaking
Mechanical	Critical Thinking
Customer and Personal Service	Monitoring

It is important to note, however, that the table does not represent the knowledge and skill-levels of these individuals. Generally speaking, this population often does not have the skill and knowledge levels needed to enter high-wage and high-demand occupations throughout the State. To combat this, the State offers a number of initiatives, discussed later in this Plan, to ensure that these individuals have the opportunity to assess and understand their skill levels, increase them when needed, earn a high school diploma or GED and occupational certifications, and increase their likelihood of gaining sustainable, self-sufficient employment.

The following chart highlights the occupational groups associated with unemployed individuals without a high school diploma or GED throughout Indiana. The chart indicates the occupations which these unemployment claimants have been employed with in the past:

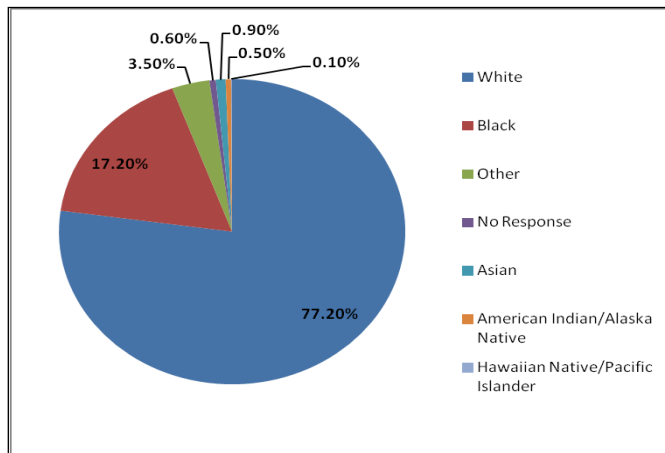
Occupational Groups Associated with Unemployment Claimants without a High School Diploma or GED



This data highlights that those individuals without a high school diploma or GED often are employed, and are dislocated from occupations which traditionally require relatively low skills and knowledge, and most obviously, do not require a high level of formalized education and training. It is also important to note that many of the occupations listed here (Transportation and Material Moving, Production, and Construction and Extraction) have been undergoing significant changes due to the continued influx of technologies, requiring higher levels of knowledge, skills, education, and certification to successfully complete the job.

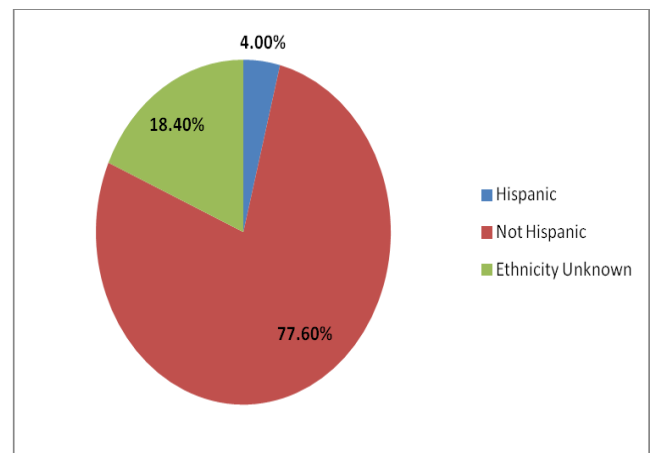
Long-Term Unemployed Individuals

Race of Long-Term Unemployment Claimants



Source: Extended Benefits, Extended Unemployment Compensation Claimants (July 2011-June 2012)

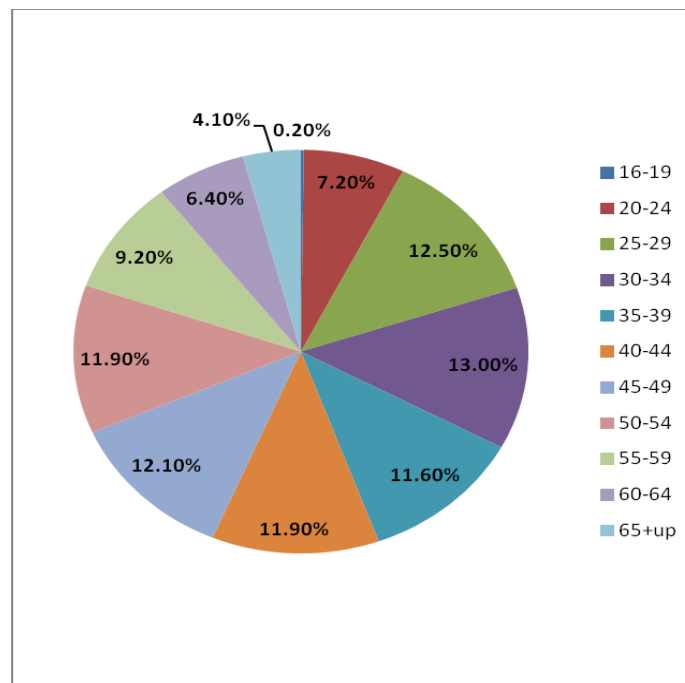
Ethnicity of Long-Term Unemployment Claimants



Source: Extended Benefits, Extended Unemployment Compensation Claimants (July 2011-June 2012)

According to data supplied by the State of Indiana's unemployment compensation system, 77.2 percent of long-term unemployed individuals in the State are white, with 17.2 percent being black, and other races accounting for 5.6 percent.

Age Distribution of Long-Term Unemployment Claimants



Source: Extended Benefits, Extended Unemployment Compensation Claimants (July 2011-June 2012)

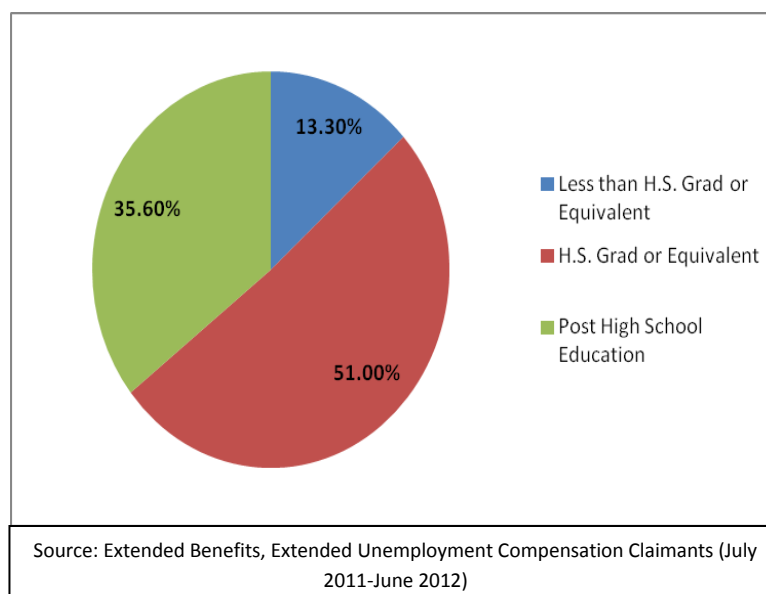
The age distribution of long-term unemployed individuals is fairly consistent with the age distribution of Indiana's total workforce. However it is worth noting that with 44.3 percent of long-term unemployed individuals being between the ages of 20 and 39, many individuals throughout the State of Indiana are being unemployed for long durations during the prime working years of their lives. This gives rise to the importance of providing this population with services designed to help these individuals become reemployed in sustainable, self-sufficient jobs.

The knowledge and skills associated with long-term unemployed are fairly diverse, and are generally representative of knowledge and skills associated with occupations throughout the State.

Knowledge and Skills Associated with Long-Term Unemployment Claimants	
Knowledge	Skills
Production and Processing	Active Listening
Customer and Personal Service	Service Orientation
Mechanical	Speaking
English Language	Critical Thinking
Medicine and Dentistry	Reading Comprehension

As with the knowledge and skills associated with individuals without a high school diploma or GED, the identification of these skills does not take into account the level of these skills and knowledge. Oftentimes, the skill and knowledge that are possessed by these long-term individuals may be outdated or not at the levels needed by employers. To help these long-term unemployed individuals, the State offers a number of initiatives, discussed later in this Plan, to ensure that these individuals have the opportunity to assess and understand their skill levels, increase them when needed, participate in formalized education and training leading to occupational certifications, and increase their likelihood of gaining sustainable, self-sufficient employment.

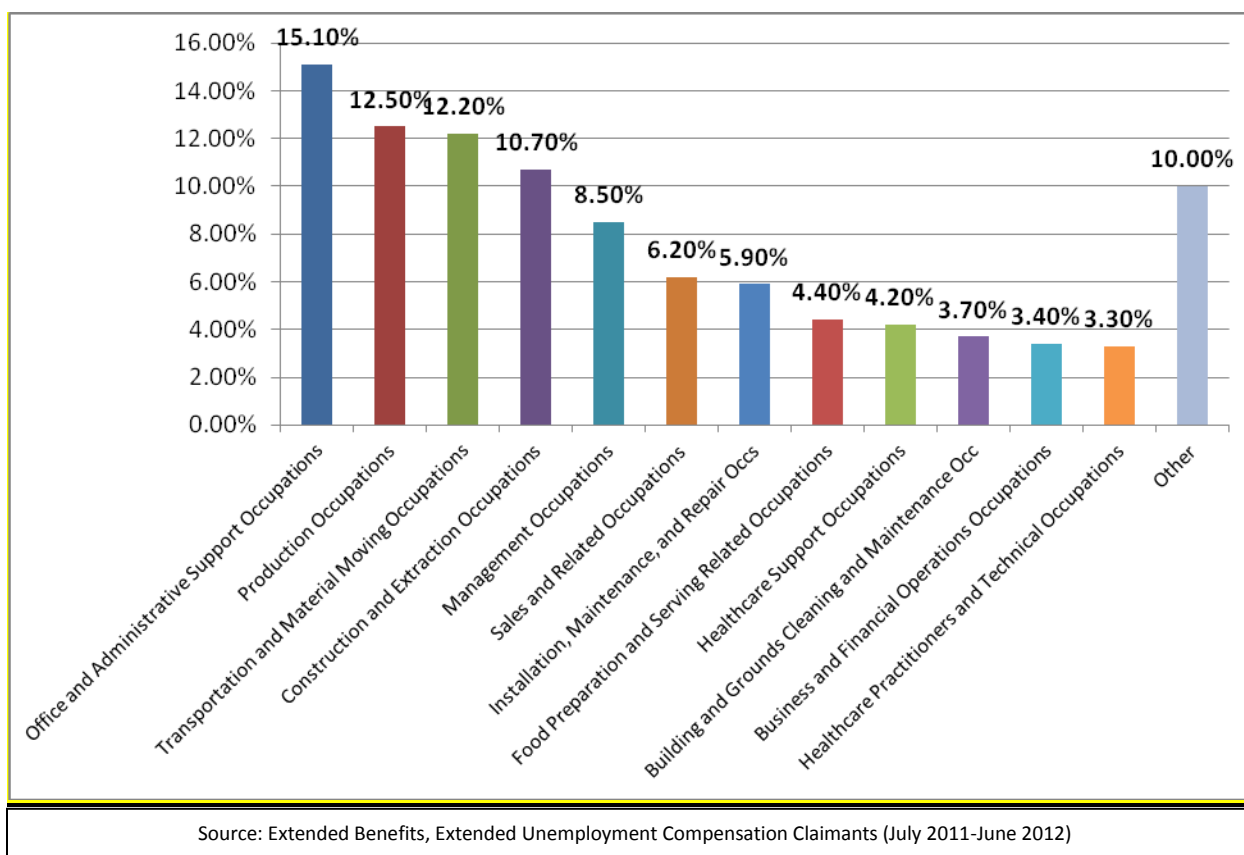
Education Associated with Long-Term Unemployment Claimants



When reviewing the educational attainment level of long-term unemployed individuals, it is easy to see that one of the primary challenges these individuals face in becoming reemployed is that greater educational attainment is needed. More and more high wage and high demand jobs throughout Indiana require some form of post-secondary education and certification. With 13.3 percent of long-term unemployed individuals not having a high school diploma or GED, and 51% not having higher than a high school education, it's important to ensure that these individuals understand the value of increasing their educational attainment and that Indiana's workforce investment system offers these individuals with services that increase the likelihood of becoming reemployed.

The following chart highlights the occupational groups associated with long-term unemployed individuals throughout Indiana. The chart indicates the occupations which long-term unemployment claimants throughout have been employed with in the past:

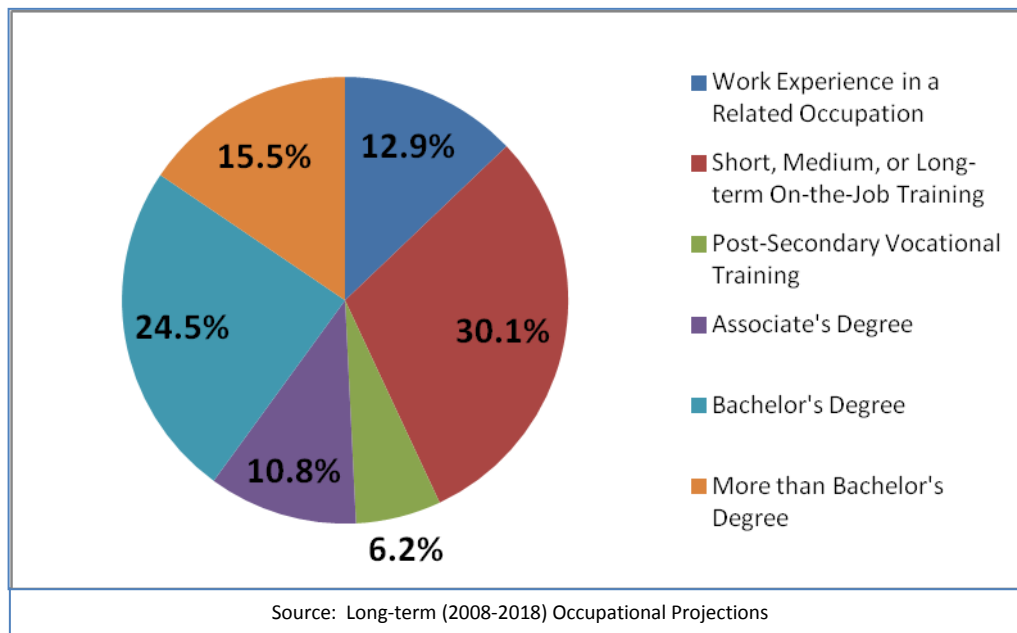
Occupational Groups Associated with Long-Term Unemployment Claimants



As with unemployed individuals without a high school diploma or GED, long-term unemployed individuals in Indiana come from a variety of occupations, which generally reflect the occupations that comprise the State's employment. As with the previous analysis, it is worth noting that many of the occupations listed here are representative of occupations that have been undergoing significant changes due to the continued influx of technologies, requiring higher levels of knowledge, skills, education, and certification to successfully complete the job.

Education and Skill Gaps

Education/Training Needed for High Wage/High Demand Jobs



When comparing the education and training needed for the high wage/high demand jobs of the future with the educational attainment data of Indiana's workforce, it becomes apparent that a gap exists between educational attainment among the workforce and the educational requirements of high wage/high demand jobs in the State. Whereas 10.8 percent of the high wage/high demand jobs in Indiana calls for an associate degree, currently only 7 percent of Indiana's workforce has obtained an associate's degree. Likewise, 24.5 percent of high wage/high demand jobs will require a bachelor's degree, and currently, only 15 percent of Indiana's workforce has obtained one. And, perhaps more importantly, nearly all high wage/high demand jobs will require training or work experience beyond the high school level, but 13 percent of Indiana's workforce has not earned a high school diploma or equivalent.

Skills Needed for Occupations with Projected Growth
Active Listening
Speaking
Operation Monitoring
Critical Thinking
Operation and Control
Social Perceptiveness
Equipment Maintenance
Reading Comprehension
Monitoring
Repairing

Knowledge Needed for Occupations with Projected Growth
Customer and Personal Service
Mechanical
Transportation
Medicine and Dentistry
Computer and Electronics
Production and Processing
Clerical
Building and Construction
Administration and Management
Public Safety and Security

From a skills and knowledge gap perspective, the data is not as conclusive as the educational attainment data. The table above lists those skills and abilities associated with high wage and high demand occupations that anticipate significant growth in the coming years. When crossing these skills and knowledge with the skills and knowledge possessed by Indiana's unemployed population, significant gaps are not readily apparent. However, from reviewing and analyzing the knowledge and skills needed, it is clearly apparent that certain skills and knowledge that individuals will need to develop and cultivate to become, and remain, employed in high wage, high demand jobs.

As indicated previously, the review of the skills and knowledge needed for high wage, high demand jobs does not include an analysis of the level of skills and knowledge that are desired by employers for these jobs. Employers throughout the State generally report that skill-related issues exist around three primary challenges: 1) Soft, or work readiness, skills; and 2) Basic skill levels of entry-level workers; and 3) Demand for higher level of occupational skills. The State of Indiana offers many initiatives through its WorkOne system to help employers and individuals meet these challenges. These initiatives are described in detail in Section II of this Plan.

State Strategies

As described previously, in order to meet the Governor's stated priorities for Indiana's workforce investment system, the SWIC and the DWD have collaboratively established three strategic goals for Indiana's workforce system:

- 1. Identify, align and connect Indiana employers with qualified workers.**
- 2. Ensure Hoosiers understand and achieve occupational goals that advance Indiana's economy.**
- 3. Achieve a cohesive workforce investment system that focuses on delivering high quality services with great efficiency.**

Over the coming years, these goals will be utilized as a guidepost for Indiana's workforce investment system. Strategic decision making and resource allocation will be driven by the values expressed in the goals, and WorkOne operations and management will be driven by them.

In addition to the three overarching goals, DWD and the SWIC have established sub-goals that define the goals further and provide more detailed issues that the State will focus on in the coming years:

Identify, Align, and Connect Indiana Employers with Qualified Workers	
Goal 1	Ensure that qualified workers are referred for job openings
Goal 2	Ensure that the "voice" of business is heard when making strategic workforce investment decisions at state and local levels

Goal 3	Expand knowledge about tools available to businesses through WorkOne system, and ensure that they are developed for ease-of-use
Ensure Hoosiers Understand and Achieve Occupational Goals that Advance Indiana's Economy	
Goal 1	Promote educational attainment and lifelong learning in Indiana, focusing on occupational certifications and championing the value of occupational and technical training and education
Goal 2	Encourage the inclusion of "work readiness" principles in occupational training
Goal 3	Ensure that WorkOne customers receive robust skills assessment, occupational interest exploration, and career counseling services
Achieve a Cohesive Workforce Investment System that Focuses on Delivering High Quality Services with Great Efficiency	
Goal 1	Establish clear system of partnership at the state and local level - ensure that state and local WIBs develop and maintain robust partnerships with organizations that promote workforce development, educational attainment, economic development and career preparation
Goal 2	Expand grant seeking at the local and state level - encourage and support local efforts to obtain additional sources of revenue for workforce investment activities
Goal 3	Increase collaboration with local secondary schools- ensure that schools are "plugged in" to work readiness and occupational preparation

For each of these goals, DWD and the SWIC will develop a set of action items and measurements that will be utilized to ensure that the goals are being met, and Indiana's workforce investment system is continuously improving.

Cross-Program Strategies

The Indiana Department of Workforce Development (DWD) serves as the State Workforce Agency that administers Workforce Investment Act Title I programs. In addition, DWD administers the following programs that serve as key features of Indiana's Workforce Investment System:

- Workforce Investment Act Title I
- Wagner-Peyser Act
- Unemployment Insurance
- Local Veterans Employment Representative/Disabled Veterans Outreach
- Trade Adjustment Assistance (TAA)
- Adult Education and Family Literacy Act (WIA Title II)
- Worker Profiling and Reemployment Services (WPRS)

- Carl D. Perkins Post-Secondary Technical Education
- Work Opportunity Tax Credit

The consolidation of these federally-created programs within one State Agency has enabled DWD and the State of Indiana to ensure integration of resources and programs designed to assist Indiana businesses and Hoosier workers with their workforce needs. DWD and its local partners offer these programs in an integrated fashion through WorkOne offices. Within the WorkOne offices, customers are co-enrolled in all programs for which they are eligible, and are provided with full access to the myriad of services made available through the programs.

DWD also works with other State agencies that operate employment and training programs designed to assist individuals in increasing the educational attainment and employability skills of Indiana workers and providing a prepared workforce to Indiana employers. To this end, DWD works closely with the following agencies to ensure cross-program strategies are in place:

- Family Social Services Administration
- Indiana Department of Education
- Indiana Economic Development Corporation
- Indiana Department of Correction
- Indiana Commission for Higher Education
- Ivy Tech Community College of Indiana
- Vincennes University

One of the primary purposes of these partnerships is to ensure that the entire scope of services is provided in a seamless manner to individuals in need of workforce services.

A table including some examples of the cross-program strategies employed in the State of Indiana may be found on the following pages.

Cross-Program Strategy	Partners	Description
Co-Enrollment	WIA, Wagner-Peyser, TAA, VETS	DWD policy provides that WorkOne offices should co-enroll individuals into all programs for which they are eligible and may benefit from service delivery. This strategy allows for the braiding of resources in order to provide meaningful case management, career counseling, training, and other fungible services to WorkOne customers while reducing the administrative costs inherent with operating siloed programs. Co-Enrollment strategies are further detailed in Section II of this plan.

Referral Networks	WIA, Wagner-Peyser, TAA, VETS, TAA, Unemployment Insurance, Vocational Rehabilitation, Temporary Assistance for Needy Families, Senior Community Service Employment Program, Ivy Tech, Vincennes University, Other Local Partners	Unemployment insurance programs are co-located with WorkOne offices throughout the State. DWD policy requires unemployment insurance staff within WorkOne offices to refer long-term unemployed clients for intensive services, including case management and counseling, provided by WIA, Wagner-Peyser, or other employment and training programs offered at the WorkOne office. Additionally, each local WorkOne office maintains robust referral networks with education, training, and other community programs that serve the same clientele that WorkOnes serve. These referral networks ensure that individuals receiving services from a partner program, such as TANF, are referred to WorkOne offices for employment and training services, and vice versa. Ultimately, these cross-program strategies provide the alignment of resources towards assisting clients.
Coordination of Training Funds	WIA, TAA, VETS, Vocational Rehabilitation, Commission for Higher Education, Ivy Tech, Vincennes University, other Post-Secondary Training Institutions	DWD and local WorkOne offices work closely with partners to ensure that there is close coordination of training funds. Following the requirements of WIA, WIA funds are only utilized for training if no other grants in aid are available from other sources. Partners work together to identify whether clients may access training funds from programs other than WIA, such as TAA, GI Bill, Pell Grants, State Grants-in-Aid (Commission for Higher Education), or directly from the institution. This cross-program strategy ensures that all available training funds are leveraged when a client is in need of additional training.
Adult Education	WIA, Wagner-Peyser, TAA, VETS, Adult Basic Education	DWD's WorkOne customer flow policy targets individuals without a high school diploma or GED for intensive and training services. In order to better serve these individuals, local WorkOne offices and Adult Education providers partner together to ensure that clients receive integrated services, where WorkOnes focus on providing career counseling, case management, and employment services to the clients, and the Adult Education providers focus on providing education to enable the client to earn a GED as quickly as possible, with the ability to become re-employed in sustainable employment. The integration of Adult Education is further described in Section II of this plan.

Disability Employment Initiative	WIA, Wagner-Peyser, Family Social Services Administration	In order to increase the educational, training and employment opportunities for adults with disabilities throughout the State, the Indiana Department of Workforce Development will be implementing the Indiana Disability Employment Initiative throughout the coming years. This initiative will be built upon collaborative partnerships designed to expand co-enrollments among systems serving individuals with disabilities and to improve education, training, and employment outcomes for individuals with disabilities. A further description of the DEI can be found in Section II of this plan.
Jobs for America's Graduates	WIA, Department of Education, local School Districts	As described in Section II of this plan, Indiana's JAG program utilizes WIA funding to provide low-income students in danger of dropping out with a comprehensive in-school program designed to assist these students overcome their barriers, persist in and complete their high school diploma, and transition to sustainable employment and/or post-secondary education. DWD works with the Department of Education to ensure that the JAG program coheres with secondary education requirements in the State, and WorkOnes partner with local school administrations to implement and operate the program.
Hoosier Initiative for Re-Entry	WIA, Wagner-Peyser, Department of Correction	DWD recently launched the HIRE program, which focuses on providing soon-to-be-released offenders with the work readiness skill training needed for successful re-employment following incarceration. In this program, DWD partners with the Indiana Department of Correction in order to work with the offenders pre-release in order to prepare them for the world of work, and then post-release to assist the ex-offenders in locating suitable and sustainable employment, while often being on probation or parole. As part of this program, DWD also targets and works with certain business communities to eliminate barriers and de-stigmatize the candidates in order to produce a more robust and long-last outcome.

WorkINDiana	WIA, Wagner-Peyser, Adult Basic Education	DWD established the WorkINDiana program in order to provide individuals without a high school diploma or GED with the opportunity to earn both a high school diploma or GED, plus an occupational training certification. In establishing this program, DWD worked with local WIA partners, including WIBs, employers, Adult Education providers, to identify occupational certifications that correlate to high wage and high demand jobs within each local area, and provided funding to implement the program and to provide the training necessary. A further description of the WorkINDiana program may be found in Section II of this plan.
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In addition to the cross-program strategies outlined above, DWD and the SWIC engage with many groups that develop and implement strategies directly correlating to Indiana's primary employment sectors. Two such examples of these are Conexus Indiana and BioCrossroads. Brief descriptions of each of these groups follow:

- **Conexus Indiana** – Conexus is an organization whose mission is to position Indiana as the recognized global leader in advanced manufacturing and logistics by building industry partners and exploring new market opportunities and preparing Indiana residents to take advantage of manufacturing and logistics careers. Conexus is led by a partnership of Indiana's leading manufacturers, logistics companies, and economic development organizations, and educational institutions, including Cummins, Inc., Allison Transmissions, Ivy Tech, Purdue University, and FedEx Express. DWD has partnered with Conexus on the promotion of Dream It .Do It., a program created by the National Association of Manufacturers designed to fill the current manufacturing education system, improve the quality of current manufacturing education system, and expand the system to underemployed workers.
- **BioCrossroads** – BioCrossroads is an organization whose mission is to serve as the catalyst for the continued growth of Indiana's robust life science industry in order to create an environment that provides more economic opportunity and a thriving entrepreneurial network as well as better healthcare for Indiana's communities and inspiration for young talent. BioCrossroads is a public-private partnership led by leading educators and business persons representing some of Indiana's chief leaders in Indiana life science sector, including Eli Lilly and Company, WellPoint, Inc., Cook Group, Inc., Indiana University, Purdue University, and the University of Notre Dame. DWD and the SWIC will partner with BioCrossroads in order to ensure that training programs funded by WIA funds and other workforce investment programs are closely aligned with programs and initiatives supported by BioCrossroads, and to ensure that businesses supported by BioCrossroads are provided with full access to employer services available through Indiana's WorkOne system.

In the coming years, DWD and the SWIC will continue to strengthen these partnerships at the State level, ensuring that strategies are developed and implemented in a seamless fashion, and that programs are seen

as a cohesive system of workforce development. Further, DWD and the SWIC will work with these partners to ensure that cross-program strategies are established to ensure that work readiness curriculum, including communication skills, team working skills, and time management, is infused in education and training programs, so all individuals will complete programs of study with both the skills and abilities needed to successfully enter the workplace. Additionally, DWD and the SWIC will coordinate efforts with these partners to ensure that cross-program strategies are developed that place a focus on providing common skills assessments for job matching and educational needs of the workforce, and career guidance and counseling is integrated between the workforce development system and the education and training community, which will be helpful in increasing the persistence and completion of education and training programs needed in order to meet the needs of high wage and high demand employment.

Partnerships

Partnership is a key element of Indiana's workforce investment system. Indiana's WorkOne system is designed to be a system of partners working together seamlessly to provide the workforce development services needed to ensure that Indiana has a globally-competitive workforce, with the skills needed to support Indiana's business community and move the economy forward. Although DWD and the SWIC are the leaders in workforce development throughout the State, they cannot alone provide all of the programs and services needed to accomplish Indiana's priorities. The State must continue to develop and maintain robust partnerships at the state and local levels that bring together thought leaders and program operators to ensure that those individuals and groups working to strengthen Indiana's workforce collaborate to accomplish common goals through interwoven strategies.

At the State level, DWD and the SWIC maintain partnerships with entities that are essential in developing and implementing workforce investment strategies that increase the educational attainment and employability skills of Indiana workers and provide a prepared workforce to Indiana employers. Some examples of these partnerships follow:

- **Indiana Economic Development Corporation (IEDC)** – DWD and the IEDC collaborate to ensure that businesses throughout Indiana are connected with the WorkOne system. IEDC focuses its efforts on attracting new businesses to Indiana and ensuring that a favorable climate exists for businesses in Indiana to expand. As new businesses choose to locate in Indiana, or existing businesses expand their operations, IEDC works with the businesses to market tax incentives, transition dollars, and financing arrangements available, while DWD focuses its efforts on developing the workforce the businesses need. IEDC and DWD partner to ensure that these new businesses have access to the business services available through WorkOne offices, including customized recruiting, job matching, and on-the-job training for new employees, when appropriate. Another manner in which IEDC and DWD partner is through focusing its efforts on the same industry sectors: Life Sciences, Automotive, Energy, and National Security; as a member of the SWIC, the head of the IEDC helps ensure that the goals of IEDC and DWD consistently follow the strategies outlined by the Governor.
- **Family and Social Services Administration (FSSA)** – In Indiana, the FSSA administers the following programs that closely align with DWD:
 - Temporary Assistance for Needy Families;

- Senior Community Service Employment Programs; and
- Vocational Rehabilitation Services.

In addition to having a senior-level executive representing FSSA's programs on the SWIC, FSSA and DWD collaborate to operate programs in manners that best serve Indiana's citizens and businesses. For example, DWD and FSSA have collaborated to ensure that many local WorkOne offices are co-located with Vocational Rehabilitation Services and that older workers served by SCSEP work within WorkOne offices. Additionally, DWD and the FSSA have partnered to ensure that referral processes are established between WorkOne offices and local FSSA offices, so that individuals served by the programs administered by DWD and the programs administered by FSSA receive access to services that will enhance their ability to gain the skills and services needed to obtain sustainable employment.

- **Indiana Department of Education (DOE)** – In addition to having a senior-level executive representing DOE on the SWIC, DOE and DWD collaborate in numerous ways to ensure that K-12 programs and workforce investment programs are aligned throughout the State. Some examples of the partnerships are the alignment of secondary career and technical education programs with post-secondary career and technical education programs funded by the Carl Perkins Act, the expanded usage of a common career exploration tool (Indiana Career Explorer), the Jobs for America's Graduate Program, and exploring common post-secondary readiness tools. A further description of some of these partnerships follows:
 - *Alignment of secondary and post-secondary career and technical education programs* – DWD oversees Indiana's post-secondary career and technical education programs and DOE oversees its secondary career and technical education programs. DWD and DOE ensure that these programs align to ensure that an educational and career pathway is developed for students participating in the programs, where the student begins the program at the high school level, and upon graduation, is awarded college credit within the post-secondary programs. DWD and DOE believe that this type of alignment will assist students with the ability to quickly complete their programs of study and develop the competitive skill set needed to gain sustainable employment.
 - *Usage of Indiana Career Explorer* – DWD and DOE have collaborated in providing access to Indiana Career Explorer to high school students and all WorkOne customers. Indiana Career Explorer is a tool that allows individuals to explore their career interests and occupational skills. By promoting the common usage of this tool in high schools throughout the State and in WorkOne offices, DWD and DOE have created common understanding between high school students, educators, unemployed individuals, and WorkOne staff of the skills and abilities needed to successfully enter employment and the pathways available for doing such.
 - *Jobs for America's Graduate's program* – As is described in more detail in Section II of this plan, DWD and DOE have partnered to ensure that the JAG program has been established at numerous high schools throughout Indiana. The JAG program targets low-income students that are at-risk for dropping out of high school, and provides the students with a myriad of services (in-school) to persist in and earn their high school diploma and transition to post-secondary education and/or sustainable employment.
- **Indiana Department of Correction (IDOC)** – DWD has partnered with IDOC to establish the Hoosiers Initiative for Re-Entry (HIRE) program. The HIRE program is a collaborative initiative that

aims to ensure that incarcerated individuals are prepared to reenter the workforce upon release. In the program, DWD partners with IDOC to provide eligible offenders with work readiness skill training and career exploration while the individuals are still incarcerated. Subsequent to HIRE participants' release, DWD staff assist the individuals with locating suitable employment, while co-enrolling the participants in WIA and/or Wagner-Peyser programs to offer wraparound counseling and supportive services that aid the individuals in their job search needs. The program also targets and works with certain business communities to eliminate barriers and de-stigmatize the candidates in order to produce a more robust and long-lasting outcome for the ex-offender community. The program enables DWD and IDOC to collaborate in meeting the shared objectives of providing employment opportunities to ex-offenders and reducing the recidivism rate of this population.

- **Ivy Tech Community College of Indiana** – DWD partners with Ivy Tech on numerous initiatives designed to meet the training needs of Indiana's employers and to ensure that WIA, TAA, and other training program participants are provided with meaningful training in high wage/high demand occupations. A senior-level executive within Ivy Tech serves on the SWIC, and Ivy Tech and DWD serve collaboratively on many other boards and commissions throughout the State. One example of partnerships that DWD and Ivy Tech are collaborating on is coordinating the offering of remedial courses to students throughout Indiana. DWD and Ivy Tech are currently working together to ensure that remedial education courses that are offered through Indiana's Adult Basic Education system cohere with those that are offered through Ivy Tech. The purpose of this partnership is to ensure that students that are in need of remediation may receive the remediation through Indiana's network of adult education providers, rather than taking non-credit remedial courses through Ivy Tech. This collaboration is aimed at providing students with the lowest cost, most rapidly-paced options for receiving the remediation needed to successfully complete post-secondary credit-bearing courses at Ivy Tech. DWD and Ivy Tech are also collaborating to ensure that WorkOne customers (WIA, TAA, etc.) are adequately prepared for the rigors of post-secondary level courses; DWD and Ivy Tech are doing this by ensuring that students referred from WorkOnes to Ivy Tech for training have been assessed at the appropriate level for reading and math.

DWD and the SWIC have made strengthening partnerships at the state and local levels one of its primary objectives. The membership of the SWIC and local Workforce Investment Boards is the starting place to ensure that robust partnerships are in place. The SWIC and local WIBs serve as formal, strategically-focused boards that have been established to provide leadership to Indiana's WorkOne system. The membership of these boards is reflective of the numerous partners that must collaborate to move Indiana's workforce forward. Currently, the membership of the boards is constructed to meet the requirements found in Workforce Investment Act. In the near-future, the State will be reviewing the membership requirements of the SWIC and local WIBs, and will look to ensuring that these boards are truly reflective of the partners needed to successfully promote workforce development, educational attainment, economic development, and career preparation throughout Indiana.

Leveraging Resources

Through the consolidation of the federal programs detailed previously under the Department of Workforce Development and the integrated service delivery structure within its WorkOne system, the State of Indiana is able to leverage a considerable amount of resources towards providing comprehensive workforce development services to businesses and individuals throughout the state. The integrated service delivery structure of the WorkOne system enables federal funds, such as those provided by the Workforce Investment Act, the Wagner-Peyser Act, TAA, Veterans Employment and Training Services, and Worker Profiling and Reemployment Services, to be braided together to provide seamless workforce development services. The integration of services has enabled the State and its local WorkOne partners to successfully pursue additional funding through federal competitive grants and, in some cases, private foundation grants. Local WIBs have been able to utilize WIA funds in order to provide wrap-around case management services to eligible individuals, while focusing any funds granted to provide education and training. In the past, because of its integrated service delivery structure, the State was able to focus the usage of its discretionary funds on specific education and training initiatives. This has included on-the-job training and individual training accounts. The provision of discretionary funds for these initiatives was done knowing that local areas would be able to leverage local formula WIA funds to provide those services needed in order to ensure successful completion of training and entrance into employment.

Some examples of initiatives that have been undertaken as a result of leveraging resources include:

- **WorkINdiana** – As part of this initiative, which is described in more detail in other sections of this plan, DWD and WorkOne leverage WIA and Wagner-Peyser funds to provide case management, career counseling, and supportive services, where appropriate, while utilizing special state funds specifically provided to fund occupational training for eligible participants. The leverage of WIA and Wagner-Peyser funds for wraparound services has enabled the additional state funds to be solely focused on training, thus increasing the number of individuals that may be served by the WorkINdiana program.
- **Hoosier Initiative for Re-Entry** – In this program, DWD and the Indiana Department of Correction leverage resources to provide preparation and job matching to soon-to-be-released incarcerated individuals. The HIRE program has been provided with state funds to hire staff in order to provide the individualized assistance that program participants need to locate suitable employment. DWD has been able to leverage WIA and Wagner-Peyser resources to ensure that HIRE participants have access to the full-range of services available through WorkOne offices, while relying on state funds to provide the additional staff needed to operate this special initiative. The leveraging of WIA and Wagner-Peyser funds with state funds have enabled a greater number of individuals to be served by the program, while increasing the potential services available to program participants. A unique feature of this program has been the ability to leverage experience working with employers as part of Wagner-Peyser and WIA programs towards convincing employers to participate in the HIRE program, providing an opportunity for these ex-offenders to become employed.
- **Young Hoosier Conservation Corps (YHCC)** – YHCC is a summer youth employment program that is offered throughout Indiana. As part of the program, WIA-eligible youth are provided with

summer work experiences, funded by state funds, at State Parks and other publicly-operated facilities. The program leverages WIA Youth funds to ensure that all youth in YHCC are enrolled into WIA Youth programs and have access to the full menu of services provided by WIA funding at the local level, and uses the state funds dedicated to the program to pay for YHCC participant wages throughout the work experience. Through leveraging WIA funds with state funds, the program has been able to serve a greater number of youth to receive meaningful summer work experiences and have access to other services designed to improve the youth's long-term employment opportunities.

One of the primary objectives of the SWIC and DWD in the coming years will be to encourage local WIBs to pursue additional revenue, through public and private resources. The SWIC and DWD are committed to leverage WIA and other resources to make the most from existing funding while encouraging the pursuit of additional revenue for workforce investment activities, particularly those efforts that seek to increase educational attainment, skill enhancement, and incumbent worker training. DWD and the SWIC will serve as a resource for grant information, and will provide support to local workforce investment boards that are aggressive in their pursuit of additional resources.

Policy Alignment

All policies governing the integrated programs overseen by DWD are made available from a single outlet, highlighting the concept that all workforce investment programs throughout the State are offered in an integrated fashion. The comprehensive listing of Indiana's workforce investment policies may be found at <http://www.in.gov/dwd/2482.htm>. Three particular policies on this website highlight how policy alignment between programs overseen by DWD is accomplished:

- [DWD Policy 2010-13 – WorkOne Customer Flow](#) – This policy's purpose is to establish a customer flow within the WorkOne system that integrates WIA, Wagner-Peyser, TAA, Adult Education, and the myriad of other programs available through the WorkOne system. The policy establishes co-enrollment expectations which calls for customers to be enrolled into all programs for which they are eligible, thus eliminating duplicative enrollment processes and enabling all staff in WorkOne to provide core or intensive services based upon the individual needs of each client, rather than having a redundant system where WIA and Wagner-Peyser staff must do a "hand-off" of clients. The policy clarifies that WIA and Wagner-Peyser staff may provide the same types of core and intensive services to clients, which results in WorkOne clients having access to a bevy of informational workshops, and increased career counseling services without the need to increase staffing levels. It provides clarification surrounding the role of unemployment compensation staff in assisting customers and making appropriate referrals to other WorkOne services. It further creates a common individual employment plan, the Academic and Career Plan, to be used by all WorkOne programs, reducing unnecessary duplication of employment plans for each separate program. It also creates integrated delivery of workforce investment services and adult education services, where a common assessment tool is used by both programs, and WorkOne offices focus on providing career counseling to individuals, thus reducing the burden of adult education providers to do the same, and allowing them to focus on educating adult education participants. Finally, the policy also highlights the requirement of ensuring that WIA funds will only be used for training when other sources of grants-in-aid are available.

- [DWD Policy 2007-43 – WorkOne Managerial Structure and Functional Supervision Roles and Responsibilities](#) – This policy was established to implement a functional supervision model in order to achieve the vision of full service integrations and seamless services delivery within WorkOne offices. The policy establishes that the OneStop Operator, called Regional Operators, serves as the final functional supervision authority for all WorkOne programs within the local area. The policy defines the expected duties of the functional supervisor, and establishes expectations on how the Regional Operator will collaborate with DWD management staff. The primary purposes of this policy are twofold – first, it helps reduce duplicative management functions where each individual program has managers and specific staff assigned to each program. Second, it firmly establishes the duties, authorities, and responsibilities of Regional Operators to act as the leader for all programs within the local WorkOne offices. This policy has helped reduce the administrative expenses associated with having multiple program managers within WorkOne offices, and has allowed more resources to be expended on delivering client services. It has also increased the coordination of programs within WorkOne offices, by removing siloed management processes, where a clear understanding of who was empowered to make final decisions was lacking.
- [DWD Policy 2007-37 – Entities Required to Use the Indiana Department of Workforce Development’s Electronic Case Management and Labor Exchange \(Job Matching\) Systems](#) - This policy requires that all DWD grantees, sub-grantees, contractors, and sub-contractors use the State’s electronic systems for all case management, participant reporting, oversight, and labor exchange service delivery and functions. Currently, all programs overseen by the DWD, including WIA, Wagner-Peyser, TAA, and Veterans utilize TrackOne for case management and IndianaCareerConnect.com for labor exchange services. Through the utilization of these common tools, DWD and WorkOne leadership and staff may view comprehensive service delivery records, activities, and performance outcomes across all programs overseen by DWD. This alignment has enabled the programs to achieve greater integration, as well as significantly reduce administrative costs and time associated with the purchase, operation, and maintenance of program and region-specific tools for these functions.

During the development of all workforce investment policies, DWD works with local workforce investment boards and regional workforce boards to provide an opportunity to review and comment on any proposed policies. This creates a feedback loop, which enables DWD to consider input from its partners that are ultimately responsible for implementing and complying with the policies, and ensures that State and local workforce investment policies are in alignment.

Desired Outcomes

Common Measures

Beginning in Program Year 2007, the State of Indiana has been measuring the success of its WIA and Wagner-Peyser programs on Common Measures, which were established by the United States Department of Labor (USDOL) in Training and Employment Guidance Letter 17-05. The State of

Indiana has been operating under a waiver from USDOL which enables the State to measure and report its performance outcomes along the Common Measures. With this Plan, the State of Indiana is requesting an extension of this waiver, and a full waiver plan may be found in Section IV-Waiver Requests.

The State continues to push for the highest performance outcomes it can achieve. As part of this Plan, the State proposes establishing the following performance targets for Program Year 2012, and is planning to negotiate with the USDOL Employment and Training Administration Region V Office to establish the final negotiated goals:

	PY2011 Actual	PY2012 Goal
WIA Adult		
Entered Employment Rate	54.3	60
Employment Retention Rate	80.3	83
Average Six-Months Earnings	\$12,108	\$13,000
WIA Dislocated Workers		
Entered Employment Rate	59	65.5
Employment Retention Rate	84.5	88
Average Six-Months Earnings	\$14,584	\$15,750
WIA Youth		
Placement in Employment or Education	57.3	60
Attainment of a Degree or Certificate	52.4	58
Literacy and Numeracy Gains	32	35
Wagner-Peyser		
Entered Employment Rate	50	60
Employment Retention Rate	79	83
Average Six-Months Earnings	\$13,054	\$13,900

Additional Metrics

In addition to measuring the performance of Indiana's workforce investment system on the Common Measures, DWD and the SWIC are committed to establishing additional metrics that measure the success of workforce investment activities. DWD has worked closely with local WIBs and Regional Workforce Boards (RWBs) to develop a performance reporting process that enables DWD and the SWIC to compare performance among both Common Measures and financial data. This reporting process has enabled DWD, the SWIC, and local WIBs and RWBs to review and compare performance outcome and financial information.

In the near future, the SWIC and DWD are committed to establishing a statewide system of measuring customer satisfaction among both its job seeker and employer customers. Currently, each local area throughout the State measures customer satisfaction using individual methodologies and practices. While this practice has been very effective within the local areas, it does not allow for any comparison throughout the State. To this end, the SWIC and DWD will be analyzing the current customer satisfaction practices, identifying best practices, and working with local WIBs and RWBs to establish a common, statewide system for measuring customer satisfaction.

Also, the SWIC and DWD are interested in establishing performance measurements that reflect the efficiency and effectiveness of workforce investment programs throughout the State. Conceptually, these measurements would be cross-referenced with the Common Measures to help identify strategies and practices that lead to the greatest outcomes for the workforce system. Among the type of measurements that DWD and the SWIC will consider are the percentage of local funds that are expended on training compared to the amount of funds that are expended on infrastructure and administrative activities; the number of WIA participants enrolled in training that complete the training program, earn an industry-recognized credential, and enter employment in a training-related job; and the proportion of individuals that receive unemployment compensation that are referred to, and receive WIA services. Additionally, DWD and the SWIC will continue to review efficiency measurements that show the relative cost per individual served, crossed with the outcomes achieved. The overarching goal is to establish measurements that speak to both the quantity and quality of all services provided through Indiana's workforce investment system.

Section II – State Operational Plan

Structure of Indiana’s Workforce Investment System

The WorkOne System

For well over a decade, DWD and its regional partners have expended considerable resources and manpower to truly distinguish the WorkOne office as Indiana’s “one stop shop” for employment and training services.



WorkOne offices serve as the heart of Indiana’s workforce investment system. Within these offices, numerous workforce investment programs are offered in a fully-integrated manner under the banner of WorkOne. Specific programs integrated through the WorkOne system include:

- Workforce Investment Act Title I
- Wagner-Peyser Act
- Unemployment Insurance
- Local Veterans Employment Representative/Disabled Veterans Outreach
- Trade Adjustment Assistance (TAA)
- Adult Education and Family Literacy Act (WIA Title II)
- Worker Profiling and Reemployment Services (WPRS)
- Carl D. Perkins Post-Secondary Technical Education
- Work Opportunity Tax Credit

These programs are offered at WorkOne offices to ensure that businesses and individuals are provided with workforce development services in an integrated fashion, where there is “no wrong door” for customers, and customers are provided with services based upon individual need.

There are over eighty WorkOne offices throughout the State of Indiana. WorkOne offices are classified into two categories: WorkOne Centers, where the full-range of federally-defined one stop programs and services are available on a full-time basis, and WorkOne Express Offices, where all services may be accessed, but many are available on an “as-needed” basis. More information about WorkOne offices, including office hours for each WorkOne Center and Express Offices may be found at www.WorkOneWorks.com.

Each WorkOne office utilizes a single customer flow model based on customer need. The customer flow helps to ensure that all customers can receive valuable services that will enable them to secure meaningful employment sooner, while focusing resources on customers who require the most services. Each WorkOne office incorporates a methodology to identify customer needs immediately upon entry and encourage immediate engagement and connectivity to services during the customer’s first visit.

WorkOne services are provided based on the needs of the customer. The primary focus is to prepare and assist customers in finding sustained employment and to build skill sets for career advancement. Clients who indicate that they have less than a high school diploma or equivalency, are long-term unemployed, are TAA certified, or indicate that additional, individualized services would be beneficial are given the opportunity to speak to the first available case manager to immediately determine if additional services are needed and desired. Some customers may have needs that cannot be provided through WorkOne offices and are directed to WorkOne's network of community partners and resources.

Individualized services available at every WorkOne Office include:

- Resume development;
- Career planning;
- Interview coaching;
- Job search assistance; and
- Skills evaluation.

Additionally, all WorkOne offices offer a number of workshops that aid individuals in preparing for employment opportunities. The workshops available at all WorkOne offices include:

- Exploring career interests;
- Creating effective resumes;
- Developing and enhancing successful interview techniques;
- Conducting a successful job search; and
- Improving digital literacy.

Each WorkOne Office in Indiana has a uniform method of organizing service delivery to business customers. State policy requires each WorkOne to have an Employer Service Team. This team is charged with building relationships with employers, identifying opportunities to address the human resource challenges of employers and marketing robust product lines designed to assist businesses meet their human resource needs. At minimum, each WorkOne office offers the following services through its Employer Service Team:

- Staff-assisted customized job matching services;
- Training on entering job orders/ads on Indiana Career Connect, Indiana's electronic labor exchange system;
- Referral of appropriate employment candidates as specified by employer;
- Assistance with initial candidate screening; and
- Labor market information targeted to the employer's specific industry.

The leadership, oversight, development, and continuous improvement of the WorkOne system are shared by the Indiana Department of Workforce Development, the State Workforce Innovation Council, and the local workforce investment governance structure.

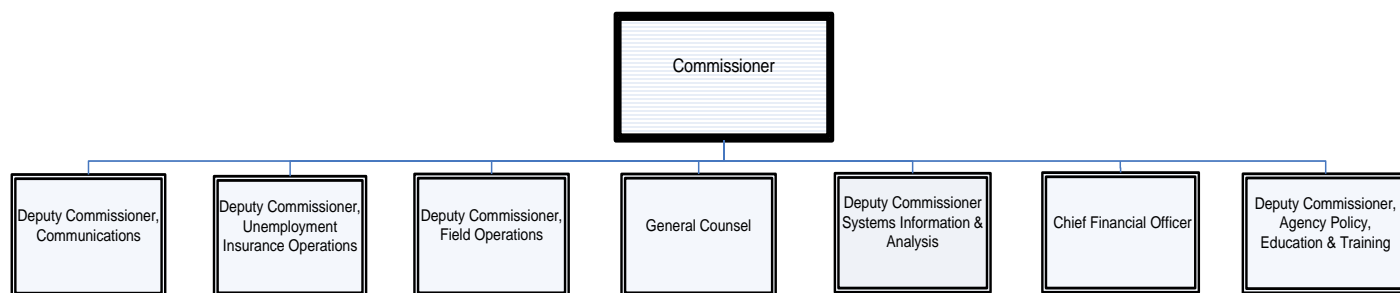
Indiana Department of Workforce Development

The Indiana Department of Workforce Development (DWD) serves as the State Workforce Agency that administers Workforce Investment Act Title I programs. In addition, DWD administers the following programs that serve as key features of Indiana's Workforce Investment System:

- Workforce Investment Act Title I
- Wagner-Peyser Act
- Unemployment Insurance
- Local Veterans Employment Representative/Disabled Veterans Outreach
- Trade Adjustment Assistance (TAA)
- Adult Education and Family Literacy Act (WIA Title II)
- Worker Profiling and Reemployment Services (WPRS)
- Carl D. Perkins Post-Secondary Technical Education
- Work Opportunity Tax Credit



The consolidation of these federally-created programs within one State Agency has enabled DWD and the State of Indiana to ensure integration of resources and programs designed to assist Indiana businesses and Hoosier workers with their workforce needs. In order to oversee these programs with effectiveness and efficiency, DWD has established an organizational chart that ensures that Executive Staff provide leadership and management based upon functionality and program:



The DWD Leadership Team is comprised of a strong group of individuals with impressive experience and a strong vision for innovating Indiana's workforce development initiatives. The Leadership Team works closely together to ensure that Indiana's workforce system aligns programs, resources, partners, and ideas to effectively meet the needs of Indiana's businesses and Hoosier workers.

The Commissioner of DWD has ultimate responsibility for leadership and management of all programs and activities administered and managed by the Department. The Commissioner reports directly to the Governor and serves on the Governor's Cabinet. The Commissioner provides leadership to Indiana's workforce investment system, engaging partners at both the State and Local levels to manage and implement training and employment programs Hoosiers, unemployment insurance systems, and to

facilitate regional economic growth initiatives throughout the State. The Commissioner sits on the State Workforce Innovation Council, providing leadership to the Board, and representing the myriad of employment and training programs that are administered by DWD.

The Deputy Commissioner of Unemployment Insurance Operations oversees the administration of Indiana's unemployment compensation system.

The Deputy Commissioner of Communications is charged with overseeing communications between DWD, the workforce system, its partners, and constituents. The Deputy Commissioner oversees DWD's customer service, marketing, legislative affairs, and customer service departments. In addition, this Deputy Commissioner manages DWD's research and analysis group, which provides data and analysis of Indiana's workforce and economy.

The Deputy Commissioner of Field Operations oversees the operation of Indiana's WorkOne System and facilitates relationships between DWD and its local partners. This Deputy Commissioner oversees DWD's Wagner-Peyser, Local Veterans Employment and Training, TAA, and WPRS programs and staff.

The General Counsel provides legal assistance to all departments within DWD. The General Counsel leads DWD's legal department, oversees the Unemployment Review Board, manages DWD's Agency Integrity Division, which provides programmatic monitoring and compliance to DWD's WIA grantees, and oversees the UI Benefit Payment Control Division.

The Deputy Commissioner of Systems Information and Analysis oversees the data systems that DWD manages, including the State's electronic labor exchange system, Indiana Career Connect, the State's electronic Unemployment Insurance System, Uplink, and DWD's Statewide Case Management System, TrackOne.

The Chief Financial Officer oversees the budget and grant Accounting and performance reporting for all programs administered by DWD. In addition, the CFO's duties include management of DWD's Human Resources, Unemployment tax, and Facilities and Operations divisions.

The Deputy Commissioner for Agency Policy, Education, and Training is charged with overseeing the State's Workforce Investment Act and Adult Education policies, strategic alignment of youth employment and training initiatives, and management of adult education and career and technical education. This Deputy Commissioner also serves as the Executive Director to the State Workforce Innovation Council.

State Workforce Innovation Council

The State Workforce Innovation Council (SWIC) serves as the federally-defined State Workforce Investment Board for the State of Indiana. The SWIC provides advisement on workforce-related issues throughout the State, and recommends strategies and programs for the State to adopt to meet the workforce needs of businesses and workers.

The legislated duties of the SWIC include:

- Development of the State Integrated Workforce Investment Plan;
- Development and continuous improvement of the statewide workforce investment system, including:
 - Development and implementation of statewide workforce investment programs;
 - Oversight of the performance and management of local workforce investment programs; and
 - Review and approval of local workforce investment plans;
- Providing recommendations to the Governor on the designation of local workforce investment areas;
- Allocation of Workforce Investment Act Title I Funds through formula to local workforce investment areas;
- Approving the uses of WIA Title I Statewide Discretionary Funds; and
- Development of comprehensive statewide performance metrics.

In addition to serving as the federally-defined State Workforce Investment Board, the Indiana Legislature has also designated the SWIC as the advisory body for the following federal programs:

- The Wagner-Peyser Act;
- The Carl Perkins Vocational and Applied Technology Act; and
- The Adult and Family Literacy Act (WIA Title II).

Effectively linking federal resources made available to impact adult education and training and workforce development, the integration of these programs under one advisory body imbues the SWIC with the necessary partnership and influence to oversee an integrated workforce investment system in the State of Indiana.

The SWIC is a business-led board whose members are appointed by the Governor of Indiana, following requirements established in the Workforce Investment Act and supplemented by State Legislation. The majority of board members are individuals representing businesses throughout the State – these individuals are nominated by statewide business or trade organizations and are senior-level executives within their organizations. The business members are nominated, selected, and appointed to ensure that key employment sectors within the state, such as manufacturing, healthcare, and bio-sciences, are represented on the SWIC, and to ensure that the business representation includes small, medium, and large-sized businesses and that each local area throughout the State is represented. The overarching goal is to ensure that a diversity of business “voices” are heard when considering strategic decisions and programs for workforce investment throughout the State.

In addition to business members, the SWIC is comprised of senior-level officials at programs that serve as key partners and stakeholders in the workforce investment system. The Commissioner of the Indiana Department of Workforce Development (DWD) serves as a key leader within the SWIC, as DWD serves as the State Agency for WIA, Unemployment Insurance, Wagner-Peyser Act, Trade Act, Adult Education and Family Literacy Act, and Veterans Employment and Training Services. In addition to DWD’s Commissioner, the SWIC includes other senior representatives of programs that serve as federally-defined “one stop partners,” such as Job Corps, Native American Employment Programs, Migrant and Seasonal Farm Workers Programs, and Vocational Rehabilitation (represented by the Indiana Family

Social Services Administration, the designated State Agency for Vocational Rehabilitation). The SWIC also has members representing labor organizations, both chambers of the Indiana Legislature, and Local Elected Officials.

The Governor and the SWIC have also placed a high priority on including senior-level representatives for partner State Agencies and organizations that represent business, economic development, and secondary and post-secondary education. These agencies and organizations, such as the Department of Education, Ivy Tech Community College, the Indiana Economic Development Corporation, the Indiana Commission for Higher Education, the Indiana Chamber of Commerce, and the Indiana Manufacturing Association provide leadership to the SWIC and ensure coordination and integration between workforce development, education, economic development, and business programs.

Membership of the SWIC complies with requirements established within WIA Section 111(b) and Indiana Code 22-4-18.1. A list of the current membership of the State Workforce Innovation Council, along with organizational affiliation may be found at: <http://www.in.gov/dwd/2473.htm>.

In order to accomplish its duties, the SWIC has established a number of subcommittees, which are charged with fulfilling specific responsibilities:

- The Educational Review Committee, which is responsible for overseeing the State's WIA Eligible Training Providers List, developing and implementing career pathway programs, and establishing criteria for intensive services offered at WorkOne offices.
- The Grants and Finance Committee, which develops and approves allocation formulas for the distribution of local WIA Funds, oversees the State's WIA Discretionary Grant awards, and reviews local and state WIA financial data;
- The Oversight, Performance, and Employer Relations Committee, which ensures that programmatic regulations are followed, establishes and reviews performance metrics for Indiana's workforce investment system, and develops programs, services, and instruments aimed at increasing the reliability and visibility of the workforce investment system to the employer community;
- The Youth Committee, which defines the statewide strategic vision for youth activities, identifies criteria for local workforce investment boards to utilize when awarding WIA youth services grants, and oversees the achievement of youth performance metrics by local workforce investment boards; and
- The SWIC Executive Committee, which is comprised of the Committee Chairs and the Chair and Vice Chair of the SWIC, and supervises the affairs of the SWIC between meetings, establishes the agenda business for each SWIC meeting, and reports to the SWIC on any actions taken on its behalf between regular SWIC meetings.

The SWIC regularly meets on a quarterly basis, with the sub-committees regularly meeting at various times between meetings of the full SWIC. All meetings of the SWIC and its subcommittees are open to the public, with those meetings following all requirements of associated "open door" laws.

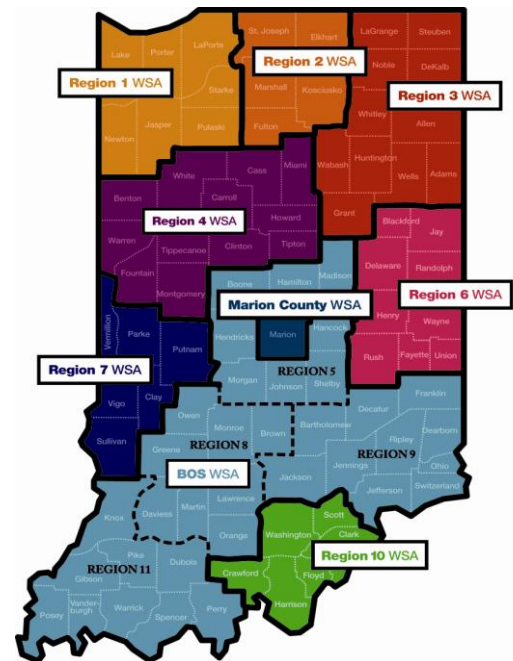
The SWIC receives staff support from the Indiana Department of Workforce Development. One of DWD's Deputy Commissioners serves as the Executive Director of the SWIC, with other DWD Deputy Commissioner and Directors providing administrative support and leadership to the SWIC and its subcommittees.

Local Governance

Local Workforce Investment Areas

As of July 1, 2012, the State of Indiana is comprised of nine local workforce investment areas. These areas were established in 2011, following a year-long process of evaluating the structure of Indiana's local workforce investment areas and working with local elected officials, workforce board members, and partners to determine the governance structure that best meet the needs of local workforce investment activities.

Prior to July of 2011, Indiana's workforce investment system was comprised of two local workforce investment areas, Marion County, and the Balance-of-State (BOS) area, which comprised eleven individual economic growth regions, overseen as a collaboration between the balance-of-state workforce investment board and regional workforce boards. During PY2011, all local elected officials throughout the eleven economic growth regions were provided with the opportunity to request establishment of local workforce investment areas. Following a period of evaluation, the chief elected official from each region submitted requests to the SWIC and the Governor, identifying their desire to transition from an economic growth region with a regional workforce board to a federally-defined local workforce investment area governed by a local workforce investment board.



Seven of the eleven regions opted to transition to newly-established workforce investment areas, and four regions opted to remain as economic growth regions, governed jointly by regional workforce boards and a balance-of-state workforce investment board. The requests to establish a local workforce investment area and to establish a newly-constructed balance-of-state workforce investment area were approved by the SWIC and the Governor, and the local areas became operational as of July 1, 2011.

The nine local workforce investment areas in Indiana are as follows:

- **Region 1**, consisting of Lake, LaPorte, Jasper, Newton, Porter, Pulaski, and Starke counties;
- **Region 2**, consisting of Elkhart, Fulton, Kosciusko, Marshall, and St. Joseph counties;
- **Region 3**, consisting of Adams, Allen, DeKalb, Grant, Huntington, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley counties;
- **Region 4**, consisting of Benton, Carroll, Cass, Clinton, Fountain, Howard, Miami, Montgomery, Tippecanoe, Tipton, Warren, and White counties;
- **Region 6**, consisting of Blackford, Delaware, Fayette, Henry, Jay, Randolph, Rush, Union, and Wayne counties;
- **Region 7**, consisting of Clay, Parke, Putnam, Sullivan, Vermillion, and Vigo counties;

- **Region 10**, consisting of Clark, Crawford, Floyd, Harrison, Scott, and Washington counties;
- **Marion County**, and
- **Balance of State Workforce Investment Area** , which is comprised of:
 - Region 5 (Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan, and Shelby counties)
 - Region 8 (Brown, Daviess, Greene, Lawrence, Martin, Monroe, Orange, and Owen counties)
 - Region 9 (Bartholomew, Dearborn, Decatur, Franklin, Jackson, Jefferson, Jennings, Ohio, Ripley, and Switzerland counties)
 - Region 11 (Dubois, Gibson, Knox, Perry, Pike, Posey, Spencer, Vanderburgh, and Warrick counties)

These local areas have been established following the criteria established within Section 116 of the Workforce Investment Act, and are designed to ensure that businesses and individuals in need of WorkOne services have equitable access to services provided through the WorkOne system.

Following the establishment of these local workforce investment areas, the SWIC and DWD determined that it would remain in the current structure throughout PY2011 and PY2012, and reevaluate the structure and possibly entertain the establishment of additional local workforce investment areas by PY2013. Driving the decisions will be several factors including the effectiveness of workforce investment programs in the local areas and whether the existing local workforce investment areas, particularly the balance-of-state, cohere with the spirit and intent of WIA and the needs of the State and local economies. Following an evaluation of the State's structure, a formal request from the local elected officials within one region to transition to a local workforce investment area, and discussion with regional workforce investment partners within the balance-of-state area, the SWIC and DWD anticipate that Regions 5, 8, 9, and 11 will transition to local workforce investment areas, and establish local WIBs by the beginning of PY2013. This move will result in the dissolution of the BOS-WIB, but will enable each of the regions to have comprehensive local WIBs that reflect the unique partnership opportunities and economic and workforce needs of their local communities.

DWD and the SWIC do not envision any additional changes to its local workforce investment areas following this reorganization. However, following the allowances in Section 116 of the Workforce Investment Act, a group of local elected officials that believe that their geographic areas meet the considerations found in Section 116(a)(1)(B) of the Workforce Investment Act may petition the Governor through the State Workforce Innovation Council to be established as a local workforce investment area. The SWIC will review each petition on its merits, basing its decision on the considerations established within WIA, and considering the effects such a designation would have on other local workforce investment areas serving the purposes they were established to achieve.

Currently, only one local workforce investment area in the State of Indiana, Marion County, meets the automatic designation requirements found in Section 116 of WIA. All other local workforce investment areas were established well after the initial implementation of WIA, and were created through the requests of local elected officials, and approved by the SWIC and the Governor. In scenarios where the SWIC denies a petition from local elected officials to establish a local workforce investment service area, the

group of local elected officials may appeal the decision to the Governor, who will ultimately make the final determination on the establishment of local workforce investment areas throughout Indiana.

Currently, the State of Indiana has not designated any formal federally-defined intrastate or interstate regions. Throughout the evaluation of the local workforce investment area structure, DWD and the SWIC will review all options and work with local elected officials and partners to determine if such designations are value-added, leading to greater integration of programs, expansion of service delivery capabilities, and operational efficiencies.

Local Workforce Investment Boards

The State of Indiana's nine local workforce investment areas are each governed by a certified local Workforce Investment Board (WIBs). The WIBs are charged with overseeing local workforce investment operations and programs, in collaboration with DWD and other partners, throughout the State. Each WIB sets policy and guidelines for its workforce service areas and conducts oversight of the WorkOne system, adhering to requirements in Title I of the Workforce Investment Act, federal regulations, and state law and policy.

WIBs are business-led, volunteer boards that are appointed by local elected officials, and guide strategic workforce investment and operational decisions. DWD and the SWIC have established a policy identifying the criteria local elected officials utilize to appoint members to local WIBs. [DWD Policy 2010-09](#) was established to ensure that the membership of WIBs were representative of both business community within each local area and the partner organizations that are essential towards facilitating an integrated workforce investment system.

The policy requires that over 50 percent of WIB members must be senior-level business persons that represent small, medium, and large-sized companies and that represent the employment sectors of the local area. Additionally, WIBs are required to have representatives from organized labor, education, community-based and faith-based organizations, economic development, and WIA-defined One-Stop partners, including Vocational Rehabilitation, Job Corps, Migrant-Seasonal Farm Worker programs, and Indiana and Native American Employment programs. Additionally, all WIBs must have a senior-level representative from DWD as a member. The membership requirements have been designed to ensure that individuals representing the strategic partnerships needed in order to create and integrated workforce investment system is present at the local level.

The specific duties of a local workforce investment board include:

- Developing local workforce investment plans;
- Selecting One Stop Operators
- Selecting WIA Service Providers;
- Identifying WIA Eligible Training Providers;
- Providing WIA program oversight; and
- Facilitating employer linkages with WorkOne services.

In addition, all local WIBs are required to maintain a Memorandum of Understanding (MOUs) with local partners concerning the operations of the WorkOne System within each local area. These MOUs ensure

that local WIBs have formal agreements with those partners essential to making workforce investment initiatives successful throughout each local area. DWD and the SWIC have established formal policy ([DWD Policy 2010-10](#)) concerning the establishment of these MOUs as well as the partners that must be included in MOUs.

A unique feature of Indiana's Workforce Investment System is the establishment and operation of a local workforce investment area called the Balance-of-State (BOS) region. The BOS workforce investment area currently consists of four contiguous regional areas (Regions 5, 8, 9, and 11) that mimic federally-defined workforce investment areas. This strategy has allowed the four regions that comprise the BOS to collaborate closely and to move rapidly and effectively in introducing change. The following are some features of the regional system that comprises the BOS workforce investment area:

- Regional Workforce Boards (RWBs) were established using the same basic concepts for boards that exist in WIA legislation. Indiana's RWB requirements however allow for smaller and more focused business-led boards.
- The regions are funded by the Balance of State WIB using formulas similar to those used under the current structure.
- Regional Workforce Boards are required to develop strategic plans under similar guidance as required of Workforce Investment Boards (WIBs), which are ultimately combined to form the BOS WIBs local workforce investment plan. The strategic plans are outcome-based, stress integration of service delivery, and have other requirements that are in-line with Indiana's strategic plan.

One Stop Operators and WIA Service Providers

As previously indicated, One Stop Operators and WIA Service Providers are selected by local workforce investment boards throughout Indiana.

One Stop Operators

One Stop Operators, or Regional Operators, are charged with overseeing and managing the operations of the WorkOne Offices and workforce investment system at the local level. [DWD Policy 2007-43](#) specifically provides One Stop Operator with the authority to act as the final functional supervision authority for programs offered through WorkOne offices at the local level. The Operators are selected by local workforce investment boards through one of three methods:

1. Competitive procurement, following state and federal procurement guidelines;
2. Establishment of a consortium of entities, including at least three mandatory WIA one-stop partners;
or
3. Establishment of agreement between the chief elected official of a local area and the Governor of Indiana to allow staff of the local WIB to serve as the one-stop operator.

Each local workforce investment board and its chief elected official may opt to select which method best suits the needs of the local area. In order to create efficient usage of local WIA resources and to promote streamlined local governance, the SWIC has made recommendations to local WIBs and chief elected officials that they consider option three, where WIB staff also serves as the OneStop Operator. As a

result of this recommendation, all local areas throughout the State evaluated the costs savings and efficiencies that would be found by such a consolidation, and submitted formal requests to the Governor that WIB staff be allowed to function as the one-stop operator, and the Governor and local chief established formal agreements allowing such consolidation to occur. The Current One-Stop Operators/WIB Staff throughout the State are as follows:

Region 1 – Center of Workforce Innovations
Region 2 – Partners for Workforce Solutions
Region 3 – Partners for Workforce Solutions
Region 4 – Tecumseh Area Partnership
Region 6 – Alliance for Strategic Growth
Region 7 – WorkOne Western Indiana
Region 10 – Region 10 Workforce Board
Marion County – EmployIndy

Because the Balance-of-State is subdivided into four individual regional workforce areas, the BOS WIB has established a process where each regional workforce boards competitively procure a regional operator, which serve as the one-stop operator. Together, these regional operators work collaboratively with the BOS WIB and its competitively-procured staff to ensure commonality of service delivery and structure throughout the BOS workforce investment area. The Regional Operators throughout the BOS workforce investment area are as follows:

Region 5 – Interlocal Association
Region 8 – Corcoran and Associates
Region 9 – REACH, Inc.
Region 11 – Thomas P. Miller and Associates

All One-Stop Operators throughout the State share essentially the same duties, which as indicated before, consist of managing and overseeing the WorkOne offices and programs offered through the WorkOne system. The Operators work closely with DWD and other partners to ensure that there is clear and consistent management of all programs offered through the WorkOne system.

WIA Service Providers

WIA service providers are responsible for delivering WIA-funded services to job seekers and employers through Indiana's WorkOne offices. As previously discussed, local WIBs are charged with the responsibility of selecting the providers of WIA Adult, Dislocated Worker, and Youth services within their local areas. DWD and the SWIC have established a policy ([DWD Policy 2010-12](#)) that provides guidance regarding how local WIBs may go about selecting the providers of WIA services.

WIA Youth Service Providers

All providers of WIA youth activities are competitively procured under the authority of local WIBs, based upon the recommendation of the WIB's federally-required Youth Council. The procurement of WIA

youth service providers is an open competition that adheres to all state and federal procurement guidelines. WIA youth providers are charged with offering workforce development employment and training activities to eligible WIA youth throughout the local areas. All WIA youth service providers throughout the State of Indiana must ensure that the following activities are made available to eligible WIA youth participants:

- Tutoring, study skills training, and instruction leading to completion of secondary school, including dropout prevention strategies;
- Alternative secondary school services;
- Summer employment opportunities that are linked to academic and occupational learning;
- Paid and unpaid work experiences, including internships and job shadowing;
- Occupational skills training;
- Leadership development opportunities;
- Supportive services;
- Adult mentoring;
- Comprehensive guidance and counseling; and
- Follow-up services after completion of WIA youth activities.

WIA youth services providers work with DWD and local partners to ensure that integrated services are provided to youth that encourage the successful development of work ethic, occupational and academic skills that will put the youth on a successful path towards educational attainment and self-sufficient employment.

WIA Adult and Dislocated Worker Service Providers

Providers of WIA Adult and Dislocated Worker services are selected by WIBs in one of two manners:

1. Competitive procurement, following federal and state procurement guidelines; or
2. Designation of the WIB's one stop operator as the WIA Adult and Dislocated Worker Service Provider, which is based upon an explicit agreement between the Chief Elected Official of the local area, the WIB, and the Governor of Indiana.

As with One Stop Operators, each local workforce investment board and its chief elected official may opt to select which method best suits the needs of the local area. In order to create efficient usage of local WIA resources and to promote streamlined local governance, the SWIC has made recommendations to local WIBs and chief elected officials that they consider option two, where WIB staff, serving as the one stop operator, also serves as the provider of WIA Adult and Dislocated Worker Services. DWD Policy 2010-12 provides the specific information that must be established in order for the Governor to agree to such a consolidation, including how WIB staff will effectively serve as a one stop operator and a service provider, while at the same time serving as staff to the WIB and effectively conducting and overseeing all duties for each. Additionally, the agreements contain thorough explanation of how conflict of interest will be prevented in the separation of staff and duties, for the respective responsibilities of a local workforce investment board, a one stop operator and a WIA service provider.

Following the recommendation of the SWIC, each local WIB evaluated its governance structure to determine if efficiencies and costs savings could be found by a consolidation of the functions. As a result, the following local areas requested and received agreement from the Governor to consolidate its WIB, one stop operator, and WIA Adult and Dislocated service provider functions:

Region 2
Region 3
Region 6

The following local areas determined their preference for procuring their WIA Adult and Service providers:

Region 1
Region 4
Region 7
Region 10
Marion County

By State Law, the BOS WIB must work with the Regional Workforce Boards to competitively procure providers of WIA services.

The Adult and Dislocated Worker service providers throughout the State work collaboratively under the moniker of WorkOne. State Policy requires all service providers to be named as WorkOne staff, as opposed to individual organizational staff. This promotes integration of services and organizations under the banner of WorkOne and assists businesses and workers to identify workforce investment service providers by one name, WorkOne, rather than by distributed, individual program and organizational names.

Adult and Dislocated Worker service providers are charged with working with the local WIBs, DWD, and local partners to ensure that workforce investment services funded by WIA are comprehensively made available through the WorkOne system.

Specific services that are provided include:

- Core Workshops, including job search, career exploration, resume writing, interviewing, digital literacy, and financial literacy;
- Intensive and personalized case management, counseling, and job coaching services;
- Development of Academic and Career Plans;
- Skill assessment and career interest inventories;
- Job matching and placement;
- Occupational Skills Training, including individual training accounts and on-the-job training; and
- Employer services, including job screening and referral, worker assessment and profiling, and on-the-job training.

Adult and Dislocated Worker service providers work collaboratively with DWD and local partners to ensure that job seekers understand and develop the skills necessary to enhance their employment opportunities, meet the needs of local employers, and establish a pathway to long-term economic sufficiency.

WorkOne Policies and Operating Systems

Major State Initiatives, Policies, and Requirements

Common WorkOne Customer Flow

As described previously in this plan, DWD and the SWIC have implemented a policy that establishes a common customer flow for all WorkOne offices throughout the State. [DWD Policy 2010-13](#) was established, in part, to ensure that WorkOne operations throughout the state would align with the strategic goals of DWD and the SWIC and that programs offered through the WorkOne system would be offered in a seamless, coordinated fashion.

The policy establishes that WorkOne programs will focus the delivery of intensive and training- level services to individuals without a high school diploma or GED and to long-term unemployed individuals. These two groups are representative of individuals that most often struggle in gaining reemployment, whether due to a lack of skills, education, or work history. The policy indicates that focus should be given to providing these individuals with in-depth, meaningful services, including academic and career counseling, to aid them in attaining employment. The policy also establishes the framework for providing these services through the braiding of programmatic resources, including WIA, Wagner-Peyser, TAA, and Adult Education. This braiding of resources is supported by a co-enrollment process, which ensures that customers are enrolled in all programs which they are eligible, thus allowing the various programs to coordinate the delivery of services to each client.

The Customer Flow policy also requires each local WorkOne to offer a consistent set of informational workshops in the following areas: resume writing, interview skills, career interest exploration, job search, digital literacy, financial literacy, and work readiness skills. DWD has established expected learning outcomes for each of these workshops, and local WIBs and WorkOne staff coordinate to ensure that the workshops are offered, and achieve the learning outcomes needed for each. Through the use of these common workshops, WorkOne offices throughout the State ensure that all clients, whether they are eligible to receive WIA, Wagner-Peyser, TAA, or other programmatic services, receive equitable access to core-level workshops.

The policy also aligns the development of individual employment plans across all programs, requiring that common information and forms be used by clients. The policy requires that all clients that receive intensive-level services, regardless of funding stream, develop an academic and career plan in collaboration with WorkOne staff. The policy also aligns the use of a common skill assessment tool, TABE, and career exploration tool, Indiana Career Explorer, among all programs offered in the WorkOne, in order to ensure that from program-to-program, and local area-to local area, there are common tools used in support of clients.

Integration of Service Delivery

State-Level Integration

The Deputy Commissioner of Policy, Education and Training and the Deputy Commissioner of Field Operations collaborate to oversee the strategic development and operations of the WIA, Wagner- Peyser, Trade Adjustment Assistance, Veterans programs, Adult Education programs, and post-secondary Carl Perkins Career and Technical Education programs. The oversight and operation of these programs will be organized based on functions rather than programs. The areas under Policy, Education, and Training and Field Operations include Policy Development, Field Operations, Adult Education and Training, Field Systems, and Strategic Initiatives.

The Policy Division consists of system experts from the various programs, organized into a single unit. All members are cross-trained to assure that they are knowledgeable in all programs. They develop policy that is based on integrated service delivery with a strong focus on customer service. All policies governing the integrated programs overseen by DWD are made available from a single outlet, highlighting the concept that all workforce investment programs throughout the State are offered in an integrated fashion. The comprehensive listing of Indiana's workforce investment policies may be found at <http://www.in.gov/dwd/2482.htm>.

Field Operations is responsible for oversight of the statewide WorkOne system to insure that it is functioning at the highest level and in accordance with law, regulation, policy and waivers. Field Operations also consists of all DWD staff that provides services in our WorkOne offices. The field is supported by regional coordinators who support operations at the regional and local level. The regional coordinators serve as consultants to Indiana's local workforce investment act partners. Their primary duties are to:

- Insure full integration of service delivery in the WorkOne system;
- Assist in the development of strong local boards and strong support staff;
- Insure full compliance with laws, regulations, policies and waivers;
- Provide on-site monitoring;
- Serve as a conduit between the WorkOne offices and Policy Development; and
- Provide another avenue for initiating continuous improvement.

The Adult Education and Training Division is responsible for overseeing Indiana's Adult Education system, which is fully integrated in the WorkOne system, and ensuring that programs, such as WIA and Wagner-Peyser, are aligned in order to ensure that individuals throughout Indiana receive access to developing, updating, and improving occupational skills that improve their ability to gain and retain employment in self-sufficient occupations. The Adult Education and Training Division also manages [INTraining](#), Indiana's WIA Eligible Training Provider List, and coordinates efforts between Carl Perkins secondary and post-secondary career and technical education programs.

The Field Systems Team is responsible for the implementation of the electronic systems necessary to support Field Operations. These systems are critical to program integration, data collection and performance monitoring. The team ensures that the State's electronic systems are state-of-the-art,

efficient and designed to support the programs and the State's integration efforts. Examples include the State's electronic case management system, TrackOne, and Indiana Career Connect, the State's electronic labor exchange system.

The Strategic Initiatives Division is responsible for identifying and implementing new field initiatives. Examples include the demonstration pilot for Career Advancement Accounts, expansion of the JAG program, and increasing grant opportunities for the state and regional areas. The division works closely with the other areas of Policy and Performance and Field Operations to design high quality programs in-line with the Governor's objectives of increasing employment opportunities and personal income for Hoosiers.

Local-Level Integration

At the local level, each local area has at least one chartered WorkOne center and several chartered WorkOne Express site. Services at each WorkOne offices are designed to be offered in an integrated fashion in order to meet the needs of customers through reemployment services, unemployment insurance services, WIA services, adult education services, and other partner programs. Though each regional/local workforce board is responsible for its own service delivery, the state has established minimum standards for a demand-driven, skills-based, integrated service delivery model to establish consistency among regions.

Co-Enrollment Requirements for WorkOne Programs

DWD Policy 2010-13 stipulates the following co-enrollment requirements:

- Most WorkOne customers enrolled in Wagner-Peyser will also receive services and be enrolled in the WIA Adult program;
- All Trade Act customers will also receive services from and be enrolled in the WIA Dislocated Worker Program and the Wagner-Peyser program;
- All WorkOne customers who are veterans will receive priority of service;
- All customers co-enrolled will be used to calculate performance for each individual program as appropriate, based upon the level of services provided (Core service only recipients are generally not included in program performance calculations);
- Youth over the age of 18 should be co-enrolled as adults if they will benefit from the additional services;
- All WorkOne customers will be enrolled and registered (at a minimum) in either WIA Youth, WIA Adult or the Wagner-Peyser program, as appropriate;

The intent of co-enrollment is to allow the customer to be served in the best manner possible and with whatever staff is available to provide the service. Thus, well-trained WorkOne staff will provide Core and Intensive services as necessary and appropriate. The focus is on providing customers with the best service rather than on which funding stream is supporting the service. As part of the integrated service delivery model, both Wagner-Peyser and WIA staff provide both Core and Intensive level services, at a minimum. An emphasis is placed upon customer skill development to ensure that all WorkOne staff, regardless of program, work together as a team to establish and meet WorkOne performance measures, and to share customers, activities and resources. WorkOne employees "cross function" in their capacities so clients

learn about all WorkOne services from each employee, rather than an employee who only represents a single program. Under this model, all WorkOne offices are integrated into functional units and not separated by program or funding stream. The State's goal is to provide true, one-stop service delivery for all Hoosiers independent of funding streams and artificial service delivery barriers.

Integrated WorkOne services are provided based on the needs of the customer. The primary focus is to prepare and assist customers in finding sustained employment and to build skill sets for career advancement. Clients who indicate that they have a high school degree, GED, or less, who are TAA certified, or who otherwise indicate that additional, individualized services would be beneficial are given the opportunity to speak to the first available case manager to determine if additional services might be beneficial. Some customers may have needs that cannot be provided through workforce development and are directed to the appropriate community resource.

Integrated Leadership and Management

As previously discussed, DWD Policy 2007-43 required the establishment of a multi-disciplinary leadership team with a clear understanding of the objectives of integration and each of the funding sources utilized to provide services through the WorkOne system. These teams have been charged with the development of a functional and formal supervision/reporting structure for all employees at a WorkOne office. This reporting structure is independent of funding source and is based upon the needs of the local or regional area and each specific office. A designated functional supervisor has been named, authorized to organize staff by function, designate functional unit supervisors and establish the purpose of and manage each functional unit in conjunction with the One Stop Operators.

WorkOne Office Functional Units

Functional staff units have been established for each WorkOne consisting of a welcome function, skills/employment function and an employer services function.

The staff in the welcome function strive to meet all new customers and assist them in an initial needs assessment in the welcoming process. Based upon the needs of each individual, customers are channeled to the skills/employment function. In skills/employment, each customer is offered remediation in any basic skills deficiencies identified in their initial skills assessment. The focus to the extent possible is on GED attainment, workforce certifications, and two-year degree attainment, and demand-driven, skill enhancement and development. Skills/Employment also assists WorkOne customers in finding employment through quality job referral, staff-assisted job search and skills certification.

With the employer services function, each staff person builds relationships with employers, identifies opportunities to address human resource challenges of employers and markets a robust product line designed to assist them in meeting their human resource needs. The skills/employment and employer services teams within WorkOne offices are aligned to ensure that services provided to job seekers and employers are aligned across programs. When members of the employer services teams identify business clients that are in need of individualized services, such as customized job screening or on-the-job training, the members of the business services team work directly with members of the skills/employment team to identify job seeker customers that have the qualifications needed by the employer, and the business service team refers the client to the employer. Conversely, if members of the skills/employment team identify clients that have specific skill sets or experience that correlates to a job with an employer that is

being worked with by the employer services team, the two teams collaborate to ensure that the client is introduced to the employer when appropriate. In the event that the employer is interested in hiring the client, the two teams and the employer determine whether additional services, such as on-the-job training, may be offered.

Additionally, these two teams regularly collaborate to ensure in the offering of customized skill assessments, such as WorkKeys, for employers throughout Indiana. The employer services team works closely with employers to determine the type of skills and the appropriate skill levels needed for a job seeker to get a job with the employer, and the skills/employment team works with job seeker clients to assess skill levels, and then works with the employer services team to refer appropriate job seeker customers to employers for interview. For those individuals that are not selected for employment, the employer services team member communicates with the employer to identify what skills or abilities were lacking, and the skills/employment team then works with the client to provide opportunities to improve those skills.

Both the skills/employment teams and the employer services team work with apprenticeship programs throughout the State. In many cases, these teams work with the apprenticeship programs as if they were a business, identifying the skills, abilities, and experience needed to enter into an apprenticeship program, and then assessing job seeker clients skills, work histories, and interests to make a match. When a match is made, the skills/employment team works with the job seeker client to prepare and submit any required paperwork to the apprenticeship program. The skills/employment team also determines a need for WIA-funded supportive service, when appropriate, should the client be accepted into the apprenticeship program. As with all employer customers, employer services team members work with the apprenticeship programs to develop a feedback loop, where clients that are referred to the program, but are not accepted, are provided with services through WorkOne that improve their skills and abilities to improve their chances for other employment, or another opportunity to enter the apprenticeship program.

Integration of Adult Education

The Department of Workforce Development and the State Workforce Innovation Council have implemented a new approach to addressing the many workforce challenges Indiana faces, including increased employer demand for middle skills, high unemployment, large skills gaps, and limited adult education delivery capacity. On April 1, 2011, DWD assumed responsibility for Indiana's adult education program from the

Department of Education (DOE) through legislation supported unanimously by the Indiana General Assembly. DWD and the SWIC believe that by aligning adult education and workforce development services, clients will be better served. A primary feature of this alignment was the establishment of regional adult education consortia that are organized around the same geographic boundaries of Indiana's workforce investment areas. These consortia are comprised of local leaders in adult education, post-secondary education, and the workforce investment system. Each consortium was asked to be



responsible for ensuring that all the adult learners in a region had access to both educational and career advising services.

Additionally, DWD developed new formula allocation rules for adult education funding that focus on competitively awarding federal and state funds in the same manner. The formula is weighted to consider the unemployment population, the number of enrollees in adult education, and performance outcomes for each region.

In order for any region to earn performance funding, the region has to achieve a certain level of outcomes. This reimbursement schedule encourages best practices in enrollment, curriculum delivery, GED or high school diploma attainment, and postsecondary transitions. DWD has been able to track closely the outcomes in every region due to a new and powerful data system.

By focusing on alignment of adult education and workforce investment services, the State of Indiana has been able to leverage resources across programs to ensure that individuals have the opportunity to remediate their skills and earn GEDs, where appropriate, through the Adult Education system, while relying on the workforce investment system for wrap-around supportive services and career counseling and occupational skills training. Because these two systems work collaboratively under the leadership of DWD and the SWIC, all policies and operational oversight of the two programs are fully integrated, creating a system where there is no “wrong door” to adult education and workforce investment services throughout Indiana. DWD and the SWIC will continue to explore opportunities to expand and enhance these partnerships in the coming years in order to increase the educational attainment and occupational readiness of Indiana workers.

Career Pathways - WorkINDiana

Critical to the State’s vision for workforce investment and adult education is the idea of offering individuals not only an academic credential (GED or high school diploma), but also a pre-postsecondary occupational training certification. As a response to the demand for middle skills attainment and the correlation of educational attainment and well-paying secure jobs, Indiana established the WorkINDiana program in 2011.



The WorkINDiana program allows eligible adult education students to earn not only their GED or high school diploma, but also one of 22 occupational certifications without any cost to the student. With these credentials, individuals are better prepared for the world of work, have more marketable soft skills and occupationally specific skills, and may also transition more successfully to postsecondary education. Initially, the State focused on six clusters, which prove to be relevant among employers and economic development leaders representing the future of the Indiana economy. They are: advanced manufacturing; transportation and logistics; healthcare; information technology; hospitality; and business. In addition, WorkINDiana is aligned with the Indiana Department of Education’s secondary career pathways

development efforts wherever possible and ensured that the majority of the certifications crosswalk to credit at Ivy Tech, Indiana's statewide community college.

The current certifications offered through the WorkINdiana program are as follows:

Industry Sectors	Certifications
Health Care	Certified Nurse Aide (C.N.A.)
	Pharmacy Technician (C.Ph.T.)
	Emergency Medical Technician (E.M.T.)
	Medical Coder (C.P.C.)
	Expanded Duties Dental Assistant (L.R.C)
	Patient Access (C.H.A.A)
Information Technology	Computer Support Specialist (Comptia A+)
	Electronics Installer/Repairers (ESPA/EST)
Business Administration & Support	Bookkeeper (AIPB)
	Tax Preparer (IRS Certification)
	Admin Assistant (IC3 or Microsoft Office)
Advanced Manufacturing	Production Worker (MSSC C.P.T.)
	Entry Welder (A.W.S.)
	CNC Operator (NIMS Level 1)
	Heating and Cooling Technician (HVAC)
	Underground Coal Mining (MSHA 502)
Transportation and Logistics	Truck Driver, Light and Tractor Trailer (CDL-B)
	Truck Driver, Heavy and Tractor Trailer (CDL-A)
	Laborers and Material Movers (MSSC C.L.A.)
	Laborers and Material Movers + Forklift Driving (MSSC C.L.A. +)
	Automotive Service Technician (A.S.E.)
Hospitality	Hospitality Staff (START)

Drug Screening for WIA Training Participants

Beginning in Program Year 2011, the State required that all WIA participants who receive Individual Training Accounts (ITA) or On-the-Job Training (OJT) through the usage of WIA Title I Adult, Dislocated Worker, or Youth Funds successfully pass a mandatory drug screen. This policy was implemented in order to help ensure that WIA training funds were only utilized for individual's that were "job ready," and were drug-free.

Those participants that do not successfully complete a drug screen are referred to drug treatment counseling programs, and are sanctioned from receiving WIA ITAs or OJTs for three months following the first positive drug screen, and three months following the second positive drug screen. The participant is provided with the ability to appeal any positive drug screens and can continue to be provided access to WIA Core and Intensive services throughout his/her sanction period. Also, any participant that successfully completes a drug aversion program prior to the conclusion of the sanction period is allowed to reenter WIA training-level services.

DWD works closely with local WorkOne partners to carry-out this policy, and provides assurances that results of all drug screens are kept confidential as required by any associated privacy laws or statute. Furthermore, the State's WIA drug screening policy coheres with the permissions and requirements found in Section 181(f) of WIA. A full copy of this policy may be found at http://www.in.gov/dwd/files/DWD_Policy_2010-22_01.pdf.

On-the-Job Training Program

Indiana places a great value on On-the-Job Training (OJT) as a tool which can ease the financial burden of employers as they hire new workers and provide training to upgrade the skills of these workers. In 2009, the State issued a new policy ([DWD Policy 2009-07](#)), which contains guidelines established by the State Workforce Innovation Council, for the use of OJT contracts within Indiana's workforce investment structure. This policy encourages workforce investment boards and regional workforce boards to utilize local and regional WIA allocations for OJT activities.

Prior Learning Assessment

Prior Learning Assessment (PLA) is a process that reviews an individual's learning gained from previous experience, including work responsibilities, and military and corporate training, in order to award the individual college-level credit. Through PLA, individuals who have acquired knowledge outside of a formal classroom setting have the opportunity to have that learning reviewed for college-level equivalency. PLA can potentially save an individual time and money toward completing a degree or certificate program.

The State Workforce Innovation Council and the Indiana Department of Workforce Development place a high value on prior learning assessment, and believe that investing in PLA may save Workforce Investment Act participants time and funds as they participate in occupational skills training funded by the Workforce Investment Act. To this end, the State issued [DWD Policy 2011-14](#), which provides guidance regarding the use of WIA funds to provide prior learning assessment to eligible participants

enrolled in occupational skills training, and encourages local WIBs to establish processes to ensure that eligible WorkOne participants receive PLA as appropriate.

Jobs for America's Graduates

In 2006, the Governor's office, Indiana Department of Education, and DWD partnered together to launch the Jobs for America's Graduates (JAG) program as a pilot in four regional areas with twelve school districts.



Local and regional boards across the State sponsor the program by initiating relationships with area schools and fund the program through the WIA Youth allocation. This nationally-recognized program consists of a comprehensive set of services designed to keep young people in school, and includes basic skills and job readiness training, counseling, and placement in internships. The program's goals are the following:

1. Earn a high school diploma or GED. JAG Students receive basic skill assessment and remediation where needed.
2. Attainment of employability skills. Students are taught 37 core competencies with the possibility of 81 total competencies to assure a strong attachment to the labor market. The primary problem for at-risk students is that they do not possess the skills they need for employment and they lack opportunities for gaining those skills. JAG teaches these skills and provides opportunities for students to practice the skills needed to enter the job market.
3. Make successful transitions to post-secondary education or meaningful employment upon graduation. Students receive 12 months of follow-up services.

Since its inception, JAG-Indiana has been a great success, and has expanded to include fifty-two participating schools located throughout each of Indiana's eleven regions. The further expansion of the JAG program will continue to be a priority for the State, as it provides at-risk Hoosier youth the opportunity to increase their educational attainment, while developing and achieving career goals through a meaningful educational structure.

Hoosier Hot 50 Jobs

Hoosier Hot 50 Jobs is a listing of the fifty fastest growing, high-wage jobs of tomorrow. This listing is developed and compiled by staff in DWD's Research and Analysis division, and is designed to provide individuals throughout Indiana with an understanding of what occupations are expected to grow in the coming years in order to make informed career and education/training decisions for their future.

Hoosier Hot 50 Jobs are based on an index of eight weighed occupational measures of growth and opportunity for workers. The jobs included in the list are selected based upon Indiana's



Occupational Projections and wage data from the Occupational Employment Statistics (OES) survey, both produced by DWD. The jobs listed are broken into sixteen career clusters, and include the specific skills needed for success in the workforce. For each of the jobs listed, the education and training needed for the occupation is included, as well as the average earnings, projected employment, and related occupations. Additionally, the listing includes videos of individuals currently working in the job, a direct link to INTraining, Indiana's WIA Eligible Training Provider Listing, to explore training opportunities in the career field, and a direct link to Indiana Career Connect, Indiana's electronic labor exchange system, to explore the current job openings in the field. The State also produces a Hot 50 Job List for each of Indiana's eleven economic growth regions.

Access to the [Hoosier Hot 50 Jobs](#) is made available to the public through DWD's website, and DWD publicizes its availability through the WorkOne system, as well as Indiana's secondary and post-secondary education system.

Waivers

In the coming years, the State's objectives will continue to be growing jobs and employment, growing personal income, and delivering premier customer service. The State will look at waiver opportunities that strengthen Indiana's ability to meet these objectives. This state plan includes waiver requests that support these goals, and Indiana reserves the right to modify this plan with additional waiver requests to meet the stated objectives.

The waiver requests accompanying this state plan support one or more of the following criteria:

- The waiver will allow Indiana to strengthen the SWIC and the overall WIA structure and governance.
- The waiver will allow Indiana to promote commonality and consistency of services at all WorkOne offices throughout the State.
- The waiver will allow Indiana to make better use of administrative dollars and to increase the quantity and quality of services to customers.
- The waiver will allow Indiana to continue its operation of an integrated, demand-driven workforce investment system.

Specifically, Indiana respectfully requests the following waivers for the period covered by this Integrated Workforce Plan:

- Waiver to use Common Measures in place of performance indicators identified in Section 136 of WIA.
- Waiver to provide the ability to transfer 50 percent of funds between the WIA Adult and Dislocated Worker programs.
- Waiver to allow WIA Out-of-School Youth with the ability to utilize Individual Training Accounts.
- Waiver to utilize a portion of WIA Rapid Response funds for incumbent worker training programs as part of a layoff aversion strategy.
- Waiver to utilize a portion of local WIA Adult and Dislocated Worker funds or incumbent worker training programs as part of a layoff aversion strategy.
- Waiver to reduce certain mandatory uses of WIA Discretionary funds.

- Waiver to allow certain WIA Youth Program Elements to be performed by local Workforce Investment Boards.

Full plans for each of these waiver requests may be found in Section IV – Waiver Requests.

WorkOne Operating Systems

TrackOne – Electronic Case Management System

Since 2006, the State has utilized an electronic case management system for all federal and state eligibility-based workforce investment programs. This system, TrackOne, is configured to support the full integration of programs, eligibility determination, service recording and tracking, and performance tracking for WIA, TAA, Wagner-Peyser, Veterans Employment and Training Programs, and Reemployment Programs, as well as for local programs throughout the State, regardless of funding source. TrackOne has been designed to record service delivery information on every client service while providing transaction records necessary to document program performance.

TrackOne also is able to import quarterly wage record information, matching participation and exit data with these wage records for individuals enrolled in the programs supported by TrackOne. This cross-match of data allows DWD, WIBs, and Regional Operators to effectively determine such common measures as entered employment, retained employment, and average earnings in a more rapid timeframe than other mechanisms. Because of this ability to determine outcomes more quickly, WorkOne programs are able to more effectively adjust operational practices in order to meet programmatic goals.

Indiana Career Connect – Electronic Labor Exchange System

IndianaCareerConnect.com (ICC) is Indiana's electronic labor exchange system. It is a no cost service that benefits both individuals and employers through the use of innovative technology. The system is an easy-to-use and modern website that has been designed specifically to help Hoosier companies find Hoosier workers.

The main focus of Indiana Career Connect is to connect job seekers with employers. The system facilitates the process of individuals finding the right job/career and

employers finding the right candidate. The system has several features to make this happen as well as other useful and important features related to the labor market. Individuals and employers are able to access Indiana Career Connect on their own at any time, and WorkOne staff are also available for assistance.



ICC is linked to both the TrackOne Case Management System and UpLink (the state's unemployment insurance system) through the use of innovative enterprise service bus technology. This technology allows the electronic communication between these three vital systems with minimal human intervention thereby allowing the state to redirect data entry labor to more vital customer service needs. Additionally,

the ICC system collects participant reporting information and shares it with the TrackOne Case Management System in “real-time.” This feature improves efficiency by eliminating the need for the manual creation of a participant case file and core service record for each Wagner-Peyser labor exchange customer. Case managers are able to access a system generated case file in the TrackOne Case Management System for each labor exchange customer that subsequently requests staff-assisted, intensive and training services.

Hoosiers by the Numbers – Labor Market Information

Indiana’s labor market information website, Hoosiers by the Numbers, www.hoosierdata.in.gov, contains labor market data, statistics and trends compiled by the Indiana Department of Workforce Development’s Research & Analysis and the U.S. Department of Labor (USDOL). This website presents current data in a user friendly format that allows for customized reports, new expanded topics, extensive links to other data resources, and e-notifications of new releases and publications.

Hoosiers by the Numbers is maintained by the Research and Analysis division of the Indiana Department of Workforce Development. DWD is committed to closing major gaps in the state's collection, analysis and dissemination of data and to providing high-quality data and analysis for informed decision making by job seekers, policy makers, economic developers and other stakeholders in Indiana's economy and labor market. DWD continually strives to improve the accuracy, detail and timeliness of our data series and to develop new products in response to user demand.

Employers are able to use the web information to make informed decisions on training, expansion, and/or relocation decisions within a particular region, industry, or organization. Members of WorkOne staff, including WIB and RWB staff, are trained to use Hoosiers by the Numbers, which help ensure that strategic and operational decisions in workforce investment matters are guided by the up-to-date, relevant labor market information.

INTraining – WIA Eligible Training Program List

Indiana developed and is currently using an Internet-based system, [INTraining](#), as its WIA eligible training program listing. INTraining enables training providers to apply online to allow their programs to be among those that are approved for usage of WIA training funds. INTraining then allows local boards to review, approve and submit applications for training programs to the State for approval and posting on INTraining.

INTraining provides job seekers, WIA participants, and the general public with information about programs that have been approved for WIA training funds. It provides these users with a variety of search options designed to connect individuals with education and training that is related to their occupational interests. Users may search INTraining for programs or training providers that have been approved along the following categories:

- Training Provider – Listing all public and private education and training identified by Indiana as eligible to receive WIA program;
- Programs – Listing all programs submitted by eligible training providers, which prepare participants for entry into an occupational field and result in a credential;

- Credential – Listing all approved programs with specific credentials;
- Occupation – Listing all approved programs for selected occupations; and
- Online Program – Listing approved programs that be completed online.

The system also provides the users with program-specific information, including a description of the program, qualification of instructors, admission requirements and application deadlines, the length of the program, and the costs for attendance. Additionally, for each approved program, INTraining provides users with basic labor market data that shows the employment growth potential and average earnings for individuals that currently employed in the field of study.

Performance Management

The State recognizes the importance of accountability in the delivery of all workforce investment services and continues to push for the highest performance outcomes it can achieve. To that end, the State Workforce Innovation Council and the Department of Workforce Development performs detailed analysis of performance levels at the State, local, and regional level.

DWD worked closely with the local WIBs and Regional Workforce Boards (RWBs) to develop a performance reporting process that enables DWD to compare performance among both performance outcome measures and financial data. This reporting process enables DWD, the SWIC, and local WIBs and RWBs to not only review Common Measures outcomes, but also to review other information such as the number of individuals that enter employment relative to the total number of unemployed, and cost-per-service and per-outcome data.

At the State level, monthly and quarterly updates on local performance are provided to management staff to evaluate performance. Also, on a regular basis, Policy, Field Operations, Fiscal, Grants' Management, and Oversight staff meet to review expenditure and participant levels and recommend action to ensure operational success. Trends are analyzed and anomalies identified. Local WIB and RWB staff and other program administrators are contacted to discuss and resolve the anomaly. In addition, DWD staff regularly hold meetings of WIB and RWB Operational Staff to share operational policies and best practices. A standing agenda topic of performance discussion is included in these meeting, and DWD ensures that best practices regarding performance outcomes and areas for performance improvement will be openly discussed at these meetings. DWD intends to continue to refine these performance reports, and will share them with the SWIC, local WIBs, and RWBs on, at minimum, a quarterly basis.

Rapid Response Services

The Indiana Department of Workforce Development is responsible for overseeing Rapid Response services in Indiana. DWD works closely with local economic development officials, local Workforce Investment Boards, Regional Workforce Boards, and Indiana Economic Development Corporation to ensure that all stakeholders are strategically involved in the process and that the training needs and skills required by employers are known.

Currently, notices of layoffs and impending closures are submitted to the DWD. These notices may be a tip from a local office, a news report, or a WARN notice. Rapid Response activities are activated once a

layoff is confirmed. Services that can be provided include on-site orientations for unemployment insurance and employment services, assessments, labor management committees, and job search workshops. Labor market information and skills assessments are also available to those seeking information on new careers, trends, and average wages for the area. On-the-Job Training opportunities are also strongly encouraged to return the dislocated workers to meaningful employment.

Rapid Response activities are coordinated through state staff, WIA partner staff and local elected officials. DWD has a program director who works with rapid response leads in each of Indiana's local areas. The rapid response leads work with local employers, labor representatives, elected officials, business consultants and designated WorkOne staff in each region to provide the best possible rapid response services.

Rapid Response services are provided to eligible individuals in a variety of manners throughout Indiana. The most common mechanism is through the provision of on-site orientation to affected workers, which are jointly arranged, when possible, between the employer and the DWD and WorkOne Rapid Response leads. The purpose of these orientations is to foster the engagement of affected workers by providing a general overview of services available to dislocated workers through the WorkOne system, and encouraging the workers to access integrated services at WorkOne offices. DWD Policy requires rapid response orientations to include, at minimum, the following:

- Distribution and completion of participant surveys;
- Overview of Unemployment Insurance programs;
- Overview of WIA services;
- Discussion of labor market information;
- TAA services, where appropriate; and
- Overview of other community resources and/or partner services.

When available and appropriate, WorkOne staff also establish the ability for rapid response participants to enroll in unemployment insurance programs and workforce investment programs during the orientation or on-site at the employer location. In scenarios where on-site service provision is not feasible, DWD and WorkOne rapid response leads work to establish orientations at times and locations that are most convenient to the affected worker, whether at a WorkOne office, community partner locations, area libraries, or other facilities. In all cases, rapid response orientations are designed to be as convenient to the affected workers as possible.

The DWD Rapid Response Program Director is currently working with a workgroup established by Region V DOL-ETA on the creation and adoption of a common worker survey that will be implemented in participating states, including Indiana, in the near future. This common worker survey will enable Indiana and its sister states to evaluate commonality among recipients of rapid response services in order to improve programs, better meet the needs of dislocated workers, and accomplish programmatic results. In an additional effort to drive continuous improvement to its rapid response services, DWD will be hosting a series of quarterly roundtable meetings with local partners specific to the provision of rapid response services. The first meeting is scheduled to occur in late 2012, with the topics of discussion and action being the common worker survey and implementation of an employer survey.

Areas of Focus for WorkOne Service Delivery

Services to Businesses

Indiana continuously seeks to expand the participation of businesses in the WorkOne system. In order to ensure that businesses are engaged in services offered through WorkOne's integrated programs, each WorkOne office has an Employer Service Team. This team is charged with building relationships with employers, identifying opportunities to address the human resource challenges of employers and marketing a robust product line designed to assist them in meeting their human resource needs. This team, as described previously in this plan, is generally comprised of staff persons funded by WIA, Wagner-Peyser, and Local Veterans Employment Representatives. At minimum, each WorkOne office offers the following services through its Employer Service Team:

- Staff-assisted customized job matching services;
- Training on entering job orders/ads on Indiana Career Connect;
- On-the-Job Training;
- Referral of appropriate employment candidates as specified by employer;
- Assistance with initial candidate screening; and
- Labor market information targeted to the employer's specific industry.

Also, Indiana's labor market information website, Hoosiers by the Numbers, www.hoosierdata.in.gov, contains labor market data, statistics and trends that employers are able to use to assist them in making informed decisions on training, expansion, and/or relocation decisions within a particular region, industry, or organization.

In addition to labor market data, the State continues to provide employers the opportunity to incorporate WorkKeys profiling and assessment into hiring practices. WorkKeys provides businesses with skill sets needed for specific jobs, with tools to assess applicants to determine fitness for a particular job, and to enable employers to reduce turnover and improve productivity. Through the WorkKeys system, employers are also able to better identify training needs. By assessing incumbent workers against profiles, employers are able to identify skill gaps and tailor training plans to address those gaps. This enables more efficient utilization of state training funds by spending them on training that has been identified through quantitative data.

These services are designed to engage businesses in the WorkOne system, and to maintain a feedback loop, where WorkOne operations are consistently getting the input from businesses on services that are of great value and on what processes and business practices may be improved. In order to continuously improve the WorkOne system's engagement of businesses, DWD will be utilizing the award of the Expanding Business Engagement grant to develop a cross-functional team to gather information in order to further understand the products that employers value most. DWD and the WorkOne system will then use the information to develop a plan to more fully engage Indiana's business community with the WorkOne system.

Indiana continues to align its resources with the state economic development agency and community college as well as the small business development center. The primary purpose of this alignment is to

ensure that DWD and the WorkOne system are able to identify newly-established or expanding businesses throughout the state and ensure that those businesses are able to receive WorkOne business services that ensure that they hire qualified individuals and are able to access training resources, such as on-the-job training for new employees, when appropriate. DWD and members of the Indiana Economic Development Corporation regularly meet to ensure that resources available from DWD and IEDC are aligned to support new and expanding businesses, a senior executive of the IEDC sits on the SWIC, and local WorkOne leadership regularly meets with local economic development organizations and the Small Business Development Center to accomplish this alignment. Senior staff of Ivy Tech sits on the SWIC and on nearly all local workforce investment boards in order to ensure that training programs offered through the WorkOne system align with the needs of businesses.

DWD also continues to streamline administration of federal tax credit programs within the WorkOne system to maximize employer participation. DWD continues to actively participate in the Work Opportunities Tax Credit (WOTC) program, which provides an incentive for employers to hire jobseekers who are traditionally difficult to place or have trouble gaining experience in the job market.

Services to Targeted Populations

The full range of employment and training services delivered through Indiana's WorkOne system is accessible to and meets the needs of specific populations. Such populations include dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients, and individuals with multiple barriers to employment including older individuals, people with limited English-speaking proficiency, and people with disabilities.

Along with continuously observing Veterans' preference, the State has identified two groups of individuals that it proactively targets for the delivery of WorkOne services:

- Individuals that have not obtained a high school diploma or GED; and
- Long-term unemployed individuals.

Data has shown that these individuals often have the greatest barrier to successfully becoming reemployed, and thus could receive the most benefit from WorkOne individualized services, including career counseling and guidance, training and education, and job matching. In the standardized WorkOne customer flow of services established by DWD Policy 2010-13, WorkOne staff are guided to identify individuals that fall into one of these categories during the initial intake, and to proactively encourage these individuals to speak to a staff member about additional services as soon as possible. Additionally, any WorkOne customer that self-identifies or are listed in the case management database as certified Trade Adjustment Assistant (TAA) participants are provided with the opportunity to speak with the first available case manager. DWD and WorkOne offices implemented a number of initiatives that provide specialized services to these targeted populations. Three of these initiatives, described previously in this plan are the integration of adult education, WorkINDiana, and the offering of informational workshops and enhanced career exploration.

The integration of adult education into the WorkOne system has allowed individuals without a high school diploma or GED to simultaneously be co-enrolled into workforce investment programs and adult education programs – it allows these individuals to earn their GED while conducting job searches and receiving other services designed to enhance the individuals’ ability to become reemployed in sustainable employment. WorkINdiana focuses on providing those clients without a GED a pathway towards earning a GED plus earning an occupational credential in a growing industry. Although designed directly for individuals without a high school diploma or a GED, adult education and WorkINdiana also are of benefit to a significant portion of Indiana’s long-term unemployed, who often lack a high school diploma or GED.

Informational workshops developed and implemented throughout every WorkOne in the state serve as a valuable resource for Indiana’s long-term unemployed population. At these workshops, long-term unemployed individuals are offered tools for updating their resumes, improving their interviewing skills, developing basic digital literacy skills, and evaluating their career interests. Oftentimes, long-term unemployed individuals are facing the reality of needing to change careers due to the changing economy and skill obsolescence. The workshops and career exploration tools available through WorkOne help these individuals understand what skills they have, how to communicate what those skills are and how they may transition to a new occupational field.

Throughout the years, Indiana has participated in numerous efforts to expand and improve workforce investment services for individuals with disabilities. Some of the specific initiatives that the state has undertaken have been the Disability Program Navigator Grant, the Medicaid Infrastructure Grant, and the Traumatic Brain Injury Study funded by the Health Resources and Services Administration. Indiana is committed to providing equitable services to persons with disabilities and to ensure that WorkOne offices are compliant with the Americans with Disabilities Act (ADA). In each local office there is one staff person who has the responsibility for Equal Opportunity (EO) and ADA compliance, ensuring quality customer services for persons with disabilities and compliance with applicable regulations.

The WorkOne system continues offering outreach efforts to persons with disabilities and providing information to employers on modifying workstations or making reasonable accommodations to allow persons with disabilities to secure and retain employment. Money through various programs such as the Vocational Rehabilitation is available to employers to make modifications to work stations at minimal or no cost to the employer, which will allow a person with a disability to adapt easily and readily to the work environment.

WorkOne offices have training videos and resource materials available to employers that promote the work contributions persons with disabilities can make to the ever-growing global economy. At all WorkOne offices, software is loaded on PCs for the vision impaired, and text telephone (TTY) capability is available for the hearing impaired. Many WorkOne offices have assistive technology work stations for clients with special needs. The State is committed to educating our citizens about the productivity of persons with disabilities, continuing to encourage hiring those interested in employment, and mentoring those still in school to join Indiana’s labor force.

Coordination of services to persons with disabilities is enhanced in those locations where Vocational Rehabilitation is housed in the WorkOne, or in close proximity to the WorkOne. Indiana has a statewide

referral system between programs such as Vocational Rehabilitation, rehabilitation facilities, and educational institutions. These various organizations provide services to persons with disabilities, network with all community, regional, and national organizations to ensure that this diverse group of individuals is considered for potential employment or training as may be appropriate.

WorkOne staff is trained to assist employers not only in recruiting potential employees but in examining their business on recognizing how special populations, like persons with disabilities, can fit into their recruitment and hiring practices. When performing job development activities for persons with disabilities, WorkOne staff emphasize their abilities, not their limitations. WorkOne staff works with partners and employers to ensure that persons with disabilities are recruited and referred to appropriate agencies for training or to Indiana employers for placement.

In order to increase the educational, training and employment opportunities for adults with disabilities throughout the State, the Indiana Department of Workforce Development will be implementing the Indiana Disability Employment Initiative (IN-DEI) throughout the coming years. IN-DEI will be built upon collaborative partnerships with partners, including DWD, WorkOne offices, Family and Social Service Administration, the Governor's Council for People with Disabilities, the Social Security Administration, and numerous community service providers. The project will provide benchmarking opportunities and allow Indiana to engage in comprehensive and strategic planning focused on enhancing the programs and systems serving adults with disabilities. The outcomes that Indiana intends to achieve through IN-DEI include:

- Expanded partnerships and co-enrollments among the systems serving adults with disabilities;
- Enhanced accessibility and usability of the WorkOne system;
- Increased use of the WorkOne system by adults with disabilities; and
- Improved education, training and employment outcomes for adults with disabilities.

IN-DEI will allow DWD to assess the physical, communications and programmatic accessibility of WorkOne offices and respond with innovative solutions to better meet the needs of all clients. Ultimately, IN-DEI will impact all systems that serve clients with disabilities by strengthening the long-term accessibility of education, training and employment opportunities throughout Indiana.

Youth Services

Indiana's WorkOne system provides comprehensive, integrated services to eligible youth. Included are those most in need: out-of-school and at-risk youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth. Comprehensive services include basic skills remediation, assistance for youth to stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges.

The State's vision for youth emphasizes:

- Services that result in academic and employment success for the youth.
- Providing comprehensive, integrated, and effective services, including a variety of options for improving educational and skill competencies.
- Providing effective connections to employers.

- Ensuring ongoing mentoring opportunities for eligible youth with adults committed to providing such opportunities.
- Providing training opportunities.
- Providing supportive services to eligible youth.
- Providing incentives based on recognition and achievement.
- Providing opportunities in activities related to leadership, development, decision making, citizenship, and community service.

The work of the State's Strategic Initiative Team enhances Indiana's vision for youth seeking workforce development services and assists Indiana in meeting the workforce development goals of growing jobs and employment, growing personal income, and delivering premier customer service. The State Strategic Initiative Team assists in setting goals, designing strategies and overseeing implementation of the strategy for all of Indiana's youth, not just those participating in Workforce Investment Act services.

The State's process for serving youth incorporates the integration strategy previously described in this Plan. Once an eligibility determination is completed, and the youth is enrolled in WIA, the case manager begins an objective assessment. The assessment includes a review of basic skills and occupational skills, prior work experience, employability, interests, aptitudes (including interest and aptitudes for nontraditional jobs), supportive service needs, and developmental needs of the youth. A new assessment is not required if WorkOne staff determines an assessment conducted by another education or training program within the past year may be used.

An Individual Service Strategy (ISS) is developed for the youth. The ISS is developed in a joint partnership between the youth and case manager. An employment goal (including, in appropriate circumstances, nontraditional employment) is identified and provided on the ISS, as well as appropriate achievement objectives, and appropriate services for the youth taking into account the objective assessment.

The special needs or barriers to employment of youth are identified during the objective assessment and service strategy design processes. Case management services are directed through the case manager and services provided through contracted service providers, WorkOne partner staff or community-based/fair-based organizations. Communication and collaboration between the various funding sources identified in the service strategy to serve such youth are critical for successful outcomes.

WorkOne Youth case managers ensure that services provided to eligible youth:

- Prepare the youth for post-secondary educational opportunities, in appropriate cases.
- Create strong linkages between academic and occupational learning.
- Prepare the youth for employment opportunities, in appropriate cases.
- Create effective connections to intermediaries with strong links to the job market and local employers.

Services provided consist of the following ten elements. All ten elements are made available in each local area; however, the mix of services provided is based on the needs of the youth. The ten elements are:

- Tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies;
- Alternative secondary school services;

- Summer employment opportunities that are directly linked to academic and occupational learning;
- Paid and unpaid work experiences, including internships and job shadowing, as appropriate;
- Occupational skill training;
- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours;
- Supportive services;
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- Follow up services for not less than 12 months after the completion of participation; and
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral.

The State requires each WorkOne youth program to provide each eligible youth information on the full array of applicable or appropriate services that are available through eligible providers or WorkOne partners. Such information is provided verbally, through informational brochures or pamphlets, and/or through electronic means.

Every local workforce investment board throughout the State has established a Youth Council that provides leadership to local youth services. These Youth Councils are specifically charged with the following responsibilities:

- Providing expertise in youth policy and assist the WIB in developing and recommending local youth employment and training policy practices;
- Broadening the youth employment and training focus in the community to incorporate a youth development perspective;
- Establishing linkages with other organizations serving youth in the local area; and
- Considering a range of issues that can have an impact on the success of youth in the labor market.

Coordination occurs between WIA youth programs, Job Corps programs operating in the State, and other youth program grantees including apprenticeship programs. Such coordination includes:

- Joint marketing to youth for all programs;
- Recruitment of youth for all programs;
- Building upon the assessment results of one program rather than doing a new assessment;
- Enrolling the youth in all programs which will assist the youth;
- Referring the youth to entities which may assist the youth with support services;
- Joint placement credit toward performance measures, and;
- Follow-up conducted to ensure the youth stays employed or enrolled.

The table on the following pages provides a listing of programs that coordinate to provide youth in Indiana with access to workforce development services, and samples of how the coordination occurs.

Partner Organization	Summary	Partner refers youth to DWD	DWD refers youth to partner	Option for Co-enrollment	DWD Objectives Supported							Common Measures Those supported by partnership are in bold	Partner has same/similar goal/measure
					Neediest Youth	Access to WorkOne	Leverage Resources	Coordinated Services	Performance/Accountability	Business Demands			
21st Century Scholars	Many JAG students are 21st Century Scholars, thus eligible for post-secondary tuition assistance.	X		X	X		X					Attainment of a Degree or Certificate	X
												Placement in Employment or Education	X
												Literacy and Numeracy Gains	
Adult Basic Education (ABE)	Available to Out-of-School youth only. Services include WorkIndiana, GED preperation, basic skills enrichment and ESL programming.	X	X	X	X	X	X	X	X	X		Attainment of a Degree or Certificate	X
												Placement in Employment or Education	
												Literacy and Numeracy Gains	X
Area Health Education Centers (AHEC)	The mission of the Indiana AHEC Network is to improve health by recruiting, educating and retaining healthcare professionals for underserved communities in Indiana. One of AHEC's four primary strategies is to promote health careers to minority youth. AHEC affiliates run career exploration camps, promote health careers and educational pathways, and develop shadowing opportunities for students.	X	X	N/A	X	X	X	X		X		Attainment of a Degree or Certificate	X
												Placement in Employment or Education	X
												Literacy and Numeracy Gains	
Department of Correction - Juvenile Service	DOC provides educational and transition services to youth involved in the criminal justice system. Youth are able to earn high-school credits or their GED while in custody.	X		X	X			X	X			Attainment of a Degree or Certificate	X
												Placement in Employment or Education	X
												Literacy and Numeracy Gains	
Department of Child Services	DCS oversees foster care, which includes transition services for youth age 14 and over. Youth may be eligible for educational assistance and supportive services to increase self-sufficiency.	X		X	X	X	X	X	X			Attainment of a Degree or Certificate	
												Placement in Employment or Education	
												Literacy and Numeracy Gains	
Department of Education	DOE approves the JAG program model for high school credit, administers career and technical education in secondary schools, and oversees school counseling and guidance services.	X		X	X		X	X	X	X		Attainment of a Degree or Certificate	X
												Placement in Employment or Education	X
												Literacy and Numeracy Gains	
Department of Natural Resources	DNR is a key partner and host for the Young Hoosier Conservation Corps (YHCC) program. DNR provides hands-on work experience, employability skills training and mentoring to YHCC participants.	N/A	N/A	N/A	X	X	X	X	X	X		Attainment of a Degree or Certificate	
												Placement in Employment or Education	
												Literacy and Numeracy Gains	
Department of Transportation	INDOT is a key partner and host for the Young Hoosier Conservation Corps (YHCC) program. INDOT provides hands-on work experience, employability skills training, credentialing support and mentoring to YHCC participants.	N/A	N/A	N/A	X	X	X	X	X	X		Attainment of a Degree or Certificate	
												Placement in Employment or Education	
												Literacy and Numeracy Gains	

Family and Social Services Administration	FSSA is the parent agency of the Divisions of Disabilities and Rehabilitative Services; Family Resources (TANF, Food Stamps, and Childcare); and Mental Health and Addiction. DWD and FSSA serve many of the same clients and have both formal and informal data sharing, referral and co-enrollment agreements in place. Youth are automatically WIA eligible if their family receives food stamps, TANF and/or SSI benefits.	X	X	X	X	X	X	X	X		Attainment of a Degree or Certificate	
											Placement in Employment or Education	X
											Literacy and Numeracy Gains	
Hoosier Youth Challenge Academy	HYCA is a residential program run by the Indiana National Guard that offers at-risk youth ages 16-18 educational and occupations skills training. Students work on preparing for the GED and improving basic skills while attending HYCA. Youth also receive mentoring services and one year of follow-up contact.	X	X	X	X	X	X	X	X		Attainment of a Degree or Certificate	X
											Placement in Employment or Education	X
											Literacy and Numeracy Gains	X
Job Corp - Atterbury & IndyPence Sites	Job Corps oversee intensive residential occupational skills training for low-income youth. The program offers GED services, credentialing and placement service. Job Corps participants are exposed to WorkOne, ICC and ICE.	X	X	X	X	X	X	X	X	X	Attainment of a Degree or Certificate	X
											Placement in Employment or Education	X
											Literacy and Numeracy Gains	X
Indiana YouthPRO Association	YouthPRO, the state's professional membership organization for youth workers, promotes the use of the Indiana Youth Worker Competencies, oversees and awards the Indiana Youth Development Credential and provides training and support to youth serving organizations.	N/A	N/A	N/A				X		X	Attainment of a Degree or Certificate	X
											Placement in Employment or Education	
											Literacy and Numeracy Gains	
Indiana Youth Institute	IYI supports the field of youth work by offering professional development, data and information services, networking opportunities and community outreach.	N/A	N/A	N/A				X		X	Attainment of a Degree or Certificate	
											Placement in Employment or Education	
											Literacy and Numeracy Gains	
Ivy Tech Community College	Schools throughout the Ivy Tech system offer post-secondary education and credentialing opportunities to older youth. Ivy Tech is the most attended post-secondary school of JAG graduates.	X	X	X	X	X	X	X	X	X	Attainment of a Degree or Certificate	X
											Placement in Employment or Education	X
											Literacy and Numeracy Gains	
Vincennes University	Vincennes offers post-secondary education and credentialing opportunities to older youth. Vincennes is second most attended post-secondary of JAG graduates. The school started at JAG alumni association in the fall of 2012.	X	X	X	X	X	X	X	X	X	Attainment of a Degree or Certificate	X
											Placement in Employment or Education	X
											Literacy and Numeracy Gains	

Trade Adjustment Act Services

The Trade Adjustment Assistance (TAA) program is operated in Indiana in order to provide benefits and support to workers who become unemployed due to the impact of international trade. The TAA program seeks to provide workers who are adversely affected by trade with the opportunity to obtain the skills, resources, and support they need to become reemployed. An adverse effect includes a job loss or threat of job loss. In Indiana, TAA is fully integrated into the operations of each WorkOne office, with specific strategies for ensuring that TAA is a major part of Rapid Response activities and that TAA participants receive “wrap-around” services from Indiana’s integrated WorkOne System.

Rapid Response Services

Upon becoming aware of the necessity for rapid response activities to take place and, during the development, coordination, and execution of said services, the DWD continuously works with a wide variety of partners including, but not limited to the following:

- Regional Operators
- WorkOne Offices (One-Stop Delivery System)
- Workforce Investment Boards
- Local Elected Officials
- Affected Companies
- Service Providers
- Economic Development Partners

A strategic plan to focus the region’s response to the dislocation is designed to include the following components:

- Identification of the number of workers affected by the dislocation;
- Project time frame;
- Comprehensive service delivery plan, including both short-term and long-term client service plans;
- Co-enrollment within the One-Stop Career Center (WorkOne) to optimize client support;
- Timeline for implementing plan;
- Staffing plan;
- Identifying technical support needs;
- Fiscal plan; and
- Identifying performance goals and outcomes.

Initial intervention is triggered upon the filing of a TAA Petition with USDOL with appropriate and coordinated contacts being made with the affected company by the Regional Operator/WorkOne. Appropriate services are coordinated and delivered. When a specific event or orientation is scheduled, information pertaining to this event is provided to the affected workers via a written notice indicating the date, time, and location of the event when an employee list is provided by the affected company. Additionally, DWD and WorkOne staff provide the workers with information pertaining to potential benefits and reemployment services available, how to apply for these benefits and services, and who to contact should they require additional information. The designated rapid response dislocated worker unit carries out each rapid response event or activity.

Wrap-Around Services for TAA Participants

In addition to rapid response activities, DWD and the WorkOne system provides integrated reemployment services to TAA participants. Prior to USDOL's determination for a Trade Petition, DWD, in concert with their Regional Operators/WorkOnes, coordinates a Rapid Response strategy incorporating the Workforce Investment Act and Wagner Peyser resources. Upon a positive determination of a Trade petition, the WorkOne explores/pursues appropriate transition of services to the Trade program.

Reemployment services include, but are not limited to the following:

- Interviewing each adversely affected worker regarding suitable training opportunities reasonably available to each individual, reviewing such opportunities with each individual, informing each individual of the requirement for participation in training as a condition for receiving Trade Readjustment Allowance (TRA), and accepting each individual's application for training;
- Registering adversely affected workers for work;
- Determining whether suitable employment is available;
- Providing counseling, testing, placement, and supportive services;
- Providing or procuring self-directed job search training, when necessary;
- Providing training, job search and relocation assistance;
- Developing a training plan with the individual;
- Determining which training institutions offer training programs at a reasonable cost and with a reasonable expectation of employment following the completion of such training, and procuring such training;
- Documenting the standards and procedures used to select occupations and training institutions in which training is approved;
- Making referrals and approving training programs; and
- Monitoring the progress of workers in approved training programs.

Execution of Service Integration

All state and regional staff ensure that all components of the Trade Act are executed in a manner which is sensitive to all time lines of the program, including prompt development of the training plan with submission to the DWD Dislocated Worker Team.

Co-enrollment

As previously discussed in this plan, DWD has issued policy emphasizing co-enrollment of displaced workers who are qualified for training services, including, but not limited to, training under the Workforce Investment Act (WIA), Rapid Response and TAA funding streams. The policy reinforces the USDOL objective that these workers be provided rapid engagement for services utilizing the first available funding stream. Using the early intervention strategy for providing services prior to a TAA certification, the expectation is that if a TAA certification has not occurred when Rapid Response activities began; the following activities will be provided:

- Application completed in Indiana Career Connect (ICC);
- Information for filing for Unemployment Insurance (UI);

- Résumé preparation assistance;
- Job search preparation such as workshops, application resources;
- Full assessment to determine skill levels and identify training needs;
- Training plan development using criteria that would be approved under TAA; and
- Entry into training, such as ABE/GED, ESL, occupational skills training, etc., as appropriate.

WorkOne / Case Managers

Case managers at the local level provide Reemployment services including:

- Informing adversely affected workers of the reemployment services and allowances available under the Act and Part 617, the application procedures, the filing date requirements for such reemployment services and the training requirement for receiving TRA;
- Comprehensive and specialized assessment of skill levels and service needs, including thorough—
 - diagnostic testing and use of other assessment tools; and
 - in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Development of an individual employment plan to identify employment goals and objectives, and appropriate training to achieve those goals and objectives.
- Information on training available in local and regional areas, information on individual counseling to determine which training is suitable training, and information on how to apply for such training.
- Information on how to apply for financial aid, including referring workers to educational opportunity centers described in section 402F of the Higher Education Act of 1965 (20 U.S.C. 1070a–16), where applicable, and notifying workers that the workers may request financial aid administrators at institutions of higher education (as defined in section 102 of such Act (20 U.S.C. 1002)) to use the administrators’ discretion under section 479A of such Act (20 U.S.C. 1087tt) to use current year income data, rather than preceding year income data, for determining the amount of need of the workers for Federal financial assistance under title IV of such Act (20 U.S.C. 1070 et seq.).
- Short-term prevocational services, including development of learning skills, communications skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for employment or training.
- Individual career counseling, including job search and placement counseling, during the period in which the individual is receiving a trade adjustment allowance or training, and after receiving such training for purposes of job placement.
- Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including—
 - job vacancy listings in such labor market areas;
 - information on jobs skills necessary to obtain jobs identified in job vacancy listings;
 - information relating to local occupations that are in demand and earnings potential of such occupations; and
 - skills requirements for local occupations
- Information relating to the availability of supportive services, including services relating to child care, transportation, dependent care, housing assistance, and need related payments that are necessary to enable an individual to participate in training.

- Determining whether suitable employment, as defined in § 617.22(a)(1), is available;
- Providing or procuring self-directed job search training, when necessary;
- Providing training, job search and relocation assistance;
- Determining which training institutions offer training programs at a reasonable cost and with a reasonable expectation of employment following the completion of such training, and procuring such training;
- Documenting the standards and procedures used to select occupations and training institutions in which training is approved;
- Making referrals and approving training programs;
- Monitoring the progress of workers in approved training programs;
- Developing, and periodically reviewing and updating reemployment plans for adversely affected workers;
- Developing and implementing a procedure for reviewing training waivers and revocations at least every 30 days to determine whether the conditions under which they are issued have changed; and
- Coordinating the administration and delivery of employment services, benefits, training, and supplemental assistance for adversely affected workers with programs under the Act and under Title III of the Job Training Partnership Act.
- Registering adversely affected workers for work;
- Interviewing each adversely affected worker regarding suitable training opportunities reasonably available to each individual under subpart C of 20CFR617.20, reviewing such opportunities with each individual, informing each individual of the requirement for participation in training as a condition for receiving Trade Readjustment Allowance (TRA), and accepting each individual's application for training;

Six Criteria of TAA Training Plans:

In providing Reemployment services, the case manager:

- Explores TAA services for all qualified participants
- Explores/Determines/Documents if participant lacks 'marketable skills' where training could support the reemployment efforts of participant – if training has been determined as a viable course of action, the case manager will ensure the following criteria are met:
 - There is no suitable employment (which may include technical and professional employment) available for an adversely affected worker,
 - The worker would benefit from appropriate training,
 - There is reasonable expectations of employment following completion of such training,
 - Training approved by the Secretary is reasonably available to the worker from either governmental agencies or private sources (which may include area career and technical education schools, as defined in section 195(2) of the Vocational Education Act of 1963, and employers),
 - The worker is qualified to undertake and complete such training, and
 - Such training is suitable for the worker and available at a reasonable cost.
- Follows DWD Dislocated Worker Unit guidelines in developing a plan for eligible participants utilizing Agency approved/provided documents; case manager will evaluate the plan, including (but not limited to):

- Analysis of plan and initial recommendation to Agency/Dislocated Workers Unit as to compliance within TAA's Six Criteria
- Document (in file and case notes) key factors to support initial recommendation for submitted training plan (or modification, other related benefit requests)
- Provide problem solving/intervention for plan development – including on-going servicing of Trade-related participants
- Will follow guidelines for the proper completion and submission of proposed plan to the Agency/Dislocated Worker Unit
- Case Manager will supply initial recommendation with supporting insight (as needed) for each submitted plan
- Provides case management services, including:
 - Conducting required monthly TAA participant check-ins as required for active Waivers and active Training Plans
 - Recording in electronic case notes the results of each monthly meeting
 - Utilizing DWD-provided/posted 'warning notice' processes for participants that are out-of-compliance with the TAA program
 - Ensuring participant is on-track to successfully complete the plan and complete the plan within approvable time-frames (case manager will use monthly check-ins, participant supplied attendance verification, transcripts and curriculum as means to ensure successful completion and participant compliance). Participant must demonstrate "satisfactory academic standing" (e.g. not on probation or determined to be "at risk" by the instructor or training institution) and on schedule to complete training with the timeframe identified in the approved training plan
 - Advising participant of the requirement and prepared/submit a modification for any requested changes to an approved training plan
 - Documenting, referencing, and updating all services within the agencies electronic case management system.

Trade Readjustment Allowance (TRA)

The WorkOne/Case Manager coordinates and initiates requests for TRA benefits with the DWD's UI/TRA unit. The WorkOne/Case Manager is responsible for monitoring all related services and initiating TRA-related requests that are submitted electronically to the UI/TRA unit. This activity is noted within electronic case notes.

Reporting

The state prepares, reviews, and submits required reporting to USDOL through the Trade Activity Participant Report (TAPR). The report is part of a key benchmark in the DWD's monitoring of performance measures. Additionally, the DWD utilizes this, and other, data to address/improve any issues and to replicate best practices with the WorkOne system.

Veterans' Services

Veteran employment and training programs are integrated at Indiana's One Stop Centers, the WorkOne offices, and are based upon the Secretary's Agreement Governing Services to Veterans. Local Veteran

Employment Representatives (LVER) and Disabled Veteran Outreach Program (DVOP) staff work with WIA Service Provider Staff, Wagner-Peyser Staff, and Chapter 31 VR&E staff in enrollment into programs, planning and conducting job fair activities, intensive services, and other veteran and employer-related events. Specific job duties of LVERs and DVOP within Indiana's integrated OneStop system follows.

LVER Job Duties

The LVER works with WorkOne office management to devise a planned approach to working with employers and the community to develop jobs for veterans. The LVER also focuses on providing local WorkOne staff and management with technical assistance and support related to veteran employment and training issues. In addition, the LVER conducts regular outreach activities with employers to market veterans who are 'job ready'. LVERs are required to post these business service contacts in the State's electronic labor exchange system, Indiana Career Connect (ICC), ensuring that veterans have the first opportunity to apply to those jobs advertised by applying a 24 hour job order hold for veteran referral and application. LVERs also encourage business contacts to register and post available job openings on the ICC website.

DVOP Job Duties

The DVOP focuses on veterans that are in need of intensive services. To accomplish this, DVOPs case manage all individuals eligible for the Chapter 31 program and are registered for employment services as well as all other veterans needing intensive services. The DVOP also conducts outreach at locations as specified in VPL 07-10. Some organizations approved for outreach are Homeless Veterans Reintegration Programs, VA Medical Centers, Veteran Centers, Homeless Shelters, Civic and Service organizations, Community Stand Downs, Military Installations, and other veteran-related institutions as required.

Priority of Service to Veterans

Indiana's WorkOne system values the contributions of veterans and all WorkOne offices and programs ensure that priority of services to veterans, as established in the Jobs for Veterans Act, is followed. To identify veterans and eligible spouses upon entry into Indiana's WorkOne offices, all WorkOne offices display a large framed poster in public view alerting veterans and eligible spouse customers that they may be eligible for Priority of Service in each WorkOne. The poster advises customers to inform WorkOne staff upon their arrival so that they will be assisted right away. In addition to point-of-entry signage, all WorkOne customers are encouraged to self-identify as a veteran or other covered individual through verbal interaction with welcome team staff members or by identifying their veteran status on a sign-in sheet prior to receiving any services. Customers with visual impairments will be asked by WorkOne staff if they are a veteran or eligible spouse of a veteran.

The priority of service provided to each veteran depends on the type of service or resource that is provided. In the context of services offered by the WorkOne system, priority could mean:

1. The covered person receives access to the service or resource earlier in time than the non-covered person; or
2. If the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person.

In order to ensure that Priority of Service for Veterans is well-understood and implemented consistently throughout the WorkOne system, state staff regularly provides training to WorkOne office staff and management.

Wagner-Peyser Agricultural Outreach Plan

The Indiana Department of Workforce Development has developed its Agricultural Services Plan to describe the activities planned for providing services to the agricultural community, both agricultural employers and Migrant and Seasonal Farm Workers (MSFW), as described in 20 CFR Part 653.107, the WIA Title I final regulations, the WIA/W-P Act Planning Guidance, the Unified Planning Guidance, and applicable WIA Workforce Development regulations.

The Department of Labor Regulation 653.1 mandates that the State accomplish outreach to farm workers. The State does not have staff assigned to performing outreach services to farm workers. However, the State does meet its outreach responsibilities to MSFW with its financial support of the Consolidated Outreach Project (COP).

The Office of Faith Based and Community Initiatives is the administrative agency for COP, which is a collaborative agreement among the Department of Workforce Development, Family and Social Services Administration, Indiana Department of Education, and Indiana Health Centers, Inc. to share limited resources to maximize outreach efforts. The COP program allows for a more efficient use of MSFW resources by minimizing duplication of effort in outreach by participating agencies.

The COP outreach staff provides the State with current information regarding the distribution of the MSFW population in Indiana and informs MSFW of the employment and training services the State has to offer them. COP staff is in contact with agricultural employers and provides Grower and Labor Camp profiles of current agricultural activity in the state. As of 8/29/11, Indiana has approximately (57) licensed temporary agricultural labor camps (Source: Indiana Dept. of Health).

The State will continue to monitor and closely review the Minimum and Equity Service Indicators for WorkOne offices throughout the state in order to identify and correct performance issues early. The State Monitor Advocate (SMA) will work directly with WorkOne managers and Directors of Field Operation in the implementation of policies and MSFW related training.

Outreach workers will be trained in local office procedures and services as well as the benefits and protections afforded MSFWs by WorkOne Centers. The program for such training shall be pursuant to uniform guidelines developed by ETA under CFR 653.108. The SMA will continue to be a source of assistance to vendor and staff regarding the MSFW program.

The State has a close working relationship with Transition Resources Corporation (TRC), WIA 167 Grantee, to share resources to provide services to farm workers. TRC staff is co-located in our WorkOne Centers and this arrangement has been a benefit to both the State and TRC. From their initial cooperative agreement, TRC currently has staff out-stationed at One-Stop Centers in Kokomo, South Bend, Vincennes, and a new location in Bloomington. The SMA will foster a positive working relationship

between the Grantee and WorkOne staff whenever possible. Similarly, he will make Indiana's growers aware of, and encourage them to utilize TRC services for their farm workers at every opportunity.

The State will continue to work with the National Farmworker Jobs Program (NFJP) partner to determine areas for improvement of outreach services to MSFWs with the goal of reducing duplication of effort and resource maximization.

The State will review agricultural crop activity that overlaps and complements other crop activities in the state and with bordering states to determine if combining seasonal crop activity will provide the MSFW with longer periods of employment. Where overlap in crop seasons does not exist, the State will seek non-agricultural jobs for the farm workers.

Assessment of Need

Agriculture has always been historically significant to the Hoosier state, and it continues to thrive today. Indiana consistently ranks in the top 10 for total value of agricultural products sold in the United States as well as in the top 5 for corn and soybean production in the country. The agricultural sector alone accounted for 3.3 percent of the state's GDP in 2009.

A review of PY 2011's agricultural activity shows that there were approximately 62,000 farms, ranking Indiana 5th in the nation, according to the most recent data available from NASS. In addition to corn and soybean production, the state's tomatoes (for processing), spearmint, and melon (cantaloupe/watermelon) ranked 2nd, 3rd, and 5th respectively in the United States.

The combined effects of agricultural exports alone supported an estimated 34,800 jobs statewide. About 18,100 of these jobs were on farms or in food processing activities. Purchases in the agriculture supply chain and the household spending of farm workers and other industry employees accounted for an additional 16,700 jobs.¹

PY 2011's MSFW activity featured an average of 323 workers per Quarter that utilized ES services. That number remained quite consistent during the period with a low of 322 during 1st Quarter CY 2012 to a high of 326 during 4th Quarter CY 2012. However, the number of MSFW contacts by ES staff ranged from a low of 5 during the 1st Quarter of CY 2012 to a high of 1,607 during the 4th Quarter, CY 2011 harvest period, but averaged 699 contacts over the PY 2011. Correspondingly, there was only estimated to be approximately 100 farmworkers in the state during the 1st Quarter CY 2011 and approximately 4,000 during the 3rd Quarter, CY 2011. Additionally, there was a total of 5,828 hours, or 728.5 days of MSFW-related activities conducted by outreach staff during PY2011.

There were a total of 1,912 Agricultural job openings during PY 2011 for an average of 478 openings per Quarter.

For the coming year, Indiana's agricultural activity is expected to experience continued growth. According to Timothy Slaper, Director of economic analysis at the Indiana Business Research Center (IBRC) in Indiana University's Kelley School of Business, "The growth of foreign markets for agricultural products has only enhanced the significance of this sector in the Hoosier state." Similarly, as

¹ Indiana Business Research Center – Indiana University Kelley School of Business.

the world's population multiplies and the fortunes of developing countries improve, the demand for agricultural products will continue to rise, according to Tanya Hall, economic research analyst at the IBRC.

Additionally, corn and soybean prices are projected to set a new record, following record prices in 2011. The one concern is that Indiana was negatively impacted by the wet spring and dry summer; so many farmers have a smaller crop to sell and cannot fully benefit from these high prices.² Corn is expected to gain the most acreage, and these acreage gains will come at the expense of soybeans and other oilseeds, which in turn will push up soybean prices.³

Outreach Activities

Data supplied by the WIA 167 National Farmworker Jobs Program (NFJP) grantee (Transition Resources Corporation) indicates they anticipate serving approximately 500 farmworkers. Tools to conduct outreach include: personal contact, and program presentations, printed materials and brochures, videotapes and dvds. They also publicize in local newspapers and provide promotional materials like bandanas and work gloves. They also engage in pesticide trainings to farmworkers.

The level of W-P funding provided to *Indiana Health Centers* to be used for outreach activities during the fiscal year is expected to be \$30,000. The number of Full-Time Outreach workers ranged from 3 in the first half of CY 2012 to 10 in the 3rd Quarter CY 2011 and can be expected to remain approximately the same for the coming Program Year.

In addition to the intake and assessment that COP staff performs on every adult or head-of-household, every adult is provided a brochure on migrant and seasonal farmworker services available from the IDWD. These brochures are also posted in the licensed labor camps and the COP offices. COP staff works with crew leaders and employers in creating an awareness of the services available in filling openings, crew leader registration, and interpretation/translation services that can be found with the local office. Referrals are made as needed for job search, placement assistance, or other needs with which IDWD can assist. COP staff targets approximately 54 licensed temporary labor camps and approximately 20 other farmworker employers throughout Indiana. Indiana Health Centers anticipates making contact with 1,500 farmworkers in the coming Program Year, and 729 work days of staff outreach activities is projected for that same timeframe. A data summary report is provided to IDWD and other funding sources at the end of every migrant season, as well as an annual report. These reports are a compilation of all the information gathered from farmworkers through the COP intake and referral assessment process.

Services provided to agricultural employers and MSFWs through the One-Stop deliver system

Services to MSFWs through the One-Stop Deliver System are delivered via bilingual (English and Spanish) case managers in selected offices to assist both job seekers and employers in requesting employment-related assistance. Services may include:

- Job search and placement assistance;
- Career counseling and planning;

² Corinne Alexander, Assistant Professor of Agricultural Economics, Purdue University.

³ Ibid.

- Labor market information;
- Supportive services referrals;
- Financial aid information;
- Group/individual counseling;
- Short-term pre-vocational training;
- Literacy/English as a Second Language assistance;
- Occupational skills training;
- On-the-job training;
- Skill upgrading;
- Job readiness training; and
- Emergency services.

In accordance with 20 CFR Subpart B, 653.107, and as prescribed by Region V, the Monitor Advocate participated in the preparation of the agricultural plan and has been afforded the opportunity to approve and comment on the plan. Such review indicates that the plan has been prepared properly, omitting none of the prescribed requirements and properly describes the activities planned for providing services to both agricultural employers and migrant seasonal farmworkers.

Summary of the MSFW Complaint System Activity

The State had few complaints filed by migrant and seasonal farmworkers during PY 2011. The State continues to provide coordination and referral of complaints to the responsible enforcement agencies.

Section III – Assurances

PLANNING PROCESS AND PUBLIC COMMENT

CHECK	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
✓	1. The State established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325(g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	
✓	2. The State afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20CFR 661.220(d)	
✓	3. The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		http://www.in.gov/dwd/2473.htm
✓	4. The State afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farm Worker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 653.107(d) 20 CFR 653.108(f)	In Indiana the State Monitor Advocate is responsible for writing the AOP.

✓	5. In the development of the plan, the State considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farm workers.	20 CFR 653.108(t)	In Indiana the State Monitor Advocate is responsible for writing the AOP.
✓	6. The State established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g) 112(b)(9), 117(e) 20 CFR 661.207	Requirements established in State Code: http://www.state.in.us/legislative/ic/code/title5/ar14/ch1.5.html
	7. Where SCSEP is included in the Integrated Workforce Plan, the State established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the State, except as provided under section 506(a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations.	20 CFR 641.315(a)(1-10), 641.325(f),(g), (h)	Not Applicable – the SCSEP program is not included in the Strategic State Plan

REQUIRED POLICIES AND PROCEDURES

CHECK	STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
✓	8. The State made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	http://www.in.gov/dwd/2482.htm
✓	9. The State established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents,	WIA Sections 112(b)(13), 111(f), 117(g)	Conflict of Interest policy: http://www.in.gov/dwd/files/DWD_Policy_2010-03.pdf

	and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).		<p>WIB and RWB Establishment and Certification Policy requires local WIBs and RWBs to comply with Conflict of Interest Policy: http://www.in.gov/dwd/files/DWD_Policy_2010-09_Change2.pdf</p> <p>Grievance policy: http://www.in.gov/dwd/files/2007-10.pdf</p>
✓	10. The State has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	State will issue formal policy following the process provided within Integrated Workforce Plan.
✓	11. The State established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	State will issue formal policy following the process provided within Integrated Workforce Plan
✓	12. The State established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	http://www.in.gov/dwd/files/DWD_Policy_2010-09_Change2.pdf
✓	13. The State established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	http://www.in.gov/dwd/files/DWD_Policy_2010-09_Change2.pdf
	14. Where an alternative entity takes the place of an SWIB, the State has written policy and procedures to ensure the alternative entity meets the definition under section 111(d) and the legal requirements for membership	WIA Sections 111(e), (b) 20 CFR 661.210	Not Applicable
	15. Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the State has a written policy or procedure	WIA Sections 111(b), (c) 20 CFR 661.210(c)	Not Applicable

	to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA Section 111(b).)		
✓	16. When applicable, the State takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) WP Section 8(c)	
✓	17. The State established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	http://www.in.gov/dwd/files/DWD_Policy_2009-13.pdf
✓	18. All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 WP Section 8(b) 20 CFR part 37 20 CFR 652.8(j)	http://www.in.gov/dwd/files/DWD_Policy_2007-30.pdf
✓	19. The State ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 20 CFR 37	
✓	20. The State implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	http://www.in.gov/dwd/files/DWD_Policy_2012-04.pdf
✓	21. The State complies with the nondiscrimination provisions of Section 188, including that the Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	http://www.in.gov/dwd/files/DWD_Policy_2012-04.pdf
✓	22. The State collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIA Section 185	http://www.in.gov/dwd/files/DWD_Policy_2012-04.pdf
	23. For WIA Single-Area States only, the State has memorandums of understanding	WIA Sections 112(b)(5), 116(b),	Not Applicable

	between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	118(b)(2)(B), 20CFR 661.350(a)(3)(ii)	
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ADMINISTRATION OF FUNDS

CHECK	STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
✓	24. The State established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required to Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128(b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	http://www.in.gov/dwd/files/Resolution to Allocate funds PY2012.pdf
✓	24.a For Dislocated Worker funding formulas, the State's policy and procedures includes the data used for weights assigned. If the State uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the State assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	http://www.in.gov/dwd/files/Resolution to Allocate funds PY2012.pdf
✓	25. The State established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the State consults with chief elected officials in local workforce investment areas throughout the State in determining the distributions.	WIA Section 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)	http://www.in.gov/dwd/files/Resolution to Allocate funds PY2012.pdf

✓	26. The State established a written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2),(e)(4), 665.340	http://www.in.gov/dwd/files/DWD_Policy_2010-15.pdf
✓	27. The State established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	http://www.in.gov/dwd/files/DWD_Policy_2010-15.pdf
✓	28. The State established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	WIBs & RWBs provide in local plans: http://www.in.gov/dwd/files/DWD_Policy_2011_15.pdf
✓	29. The State established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610	In Indiana Summer Youth program is state-driven and operated across the State by WIBs & RWBs: http://www.in.gov/dwd/files/Young_Hoosiers_Conservation_Corps_Update_12-10.pdf
✓	30. The State distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	WIA Title I Adult and Youth funding streams are distributed using the Hold Harmless provisions found at Section 128(b)(2)(A)(ii) for Youth and Section 133(b)(2)(A)(ii) for Adults.
✓	31. The State established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the State through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 WP Sections 9(a),(c) 20CFR652.8(b),(c)	
✓	32. The State ensures compliance with the uniform administrative requirements in WIA	WIA Sections 184(a)(3), (4)	http://www.in.gov/dwd/files/2007-28.pdf

	through annual, onsite monitoring of each local area.	20 CFR 667.200, .400()(2), 667.410	
✓	33. The State follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Sections 136(F)(2),(f)(3),122, 185(a)(4)(B) 20 USC 1232gg 20 CFR 666.150 20 CFR Part 603	http://www.in.gov/dwd/files/2007-45.pdf
✓	34. The State will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	

ELIGIBILITY

CHECK	STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
✓	35. Where the SWIB chooses to establish them, the State established definitions and eligibility documentation requirements regarding the “deficient in basic literacy skills” criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	Documentation Requirements provided in: http://www.in.gov/dwd/files/DWD_Policy_2007-26(May_2_2008_Revised).pdf
✓	36. Where the SWIB chooses to establish them, the State established definitions and eligibility documentation requirements regarding “requires additional assistance to complete an educational program, or to secure and hold employment” criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664.200(c)(6), 664.210	Documentation Requirements provided in: http://www.in.gov/dwd/files/DWD_Policy_2007-26(May_2_2008_Revised).pdf
✓	37. The State established policies, procedures, and criteria for prioritizing adult Title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	WIA Section 134(d)(4)(E) 20 CFR 663.600	WIBs & RWBs provide in local plans: http://www.in.gov/dwd/files/DWD_Policy_2011_15.pdf

✓	<p>38. The State established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the State's workforce system. The State policies:</p> <ol style="list-style-type: none"> 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: <ol style="list-style-type: none"> a. Their entitlement to priority of service; b. The full array of employment, training and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers. 	<p>WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125</p> <p>Jobs For Veterans Act, PL 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310</p>	<p>Priority of Services for Veterans in Indiana: http://www.in.gov/dwd/files/DWD_Policy_2009-01.pdf</p> <p>Local Plan Instructions for WIBs & RWBs: http://www.in.gov/dwd/files/DWD_Policy_2011_15.pdf</p>
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PERSONNEL AND REPRESENTATION

CHECK	STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
✓	<p>39. The State assures that Migrant and Seasonal Farm Worker (MSFW) significant office requirements are met.</p> <p>Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions</p>	<p>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) WP Sections 3(a), (c)(1)-(2) 20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)</p>	

	and shall assign outreach staff to work full-time during the period of highest activity. If the State proposes that its State Monitor Advocate work less than full-time, the State must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.		
✓	40. Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.	WP Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)	
✓	41. The State has designated at least one person in each state or federal employment office to promote and develop employment opportunities, job counseling and placement for individuals with disabilities.	WP Section 8(b) 20 CFR 652.211	http://www.in.gov/dwd/files/DWD_Policy_2007-30.pdf
✓	42. If a SWIB, department or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department or agency cooperates with the agency that administers Wagner-Peyser services.	WP Section 8(b) 20 CFR 652.211	http://www.in.gov/dwd/files/2010-10.pdf Family & Social Services Administration (FSSA) administers vocational rehabilitation programs in Indiana.

Program Administration Designees and Plan Signatures

WIA Title I Grant Recipient and Administrative Agency

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WIA Title I Signatory Official

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WIA Title I Liaison

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As the governor, I certify that for the State of Indiana, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.



Mitchell E. Daniels, Jr.
Governor

September 14, 2012
Date

Section IV – Waiver Requests

Waiver Request 1

Indiana Department of Workforce Development

Waiver of Section 136(b)

Replacing Current WIA Performance Measures with Common Measures

Effective: September 15, 2012 to June 30, 2017

The State of Indiana is requesting a waiver of the core indicators of performance and the customer satisfaction indicators (a total of 17 measures), as specified in Section 136(b) of the Workforce Investment Act of 1998 (WIA), as well as accompanying regulatory provisions in Sections 666.100 of the WIA Final Rules, which are currently in force. Through this waiver, the State is also requesting approval to use United States Department of Labor (US DOL) “Common Measures” (as defined in Training and Employment Guidance Letter 17-05, Change 2 dated May 9, 2009) for WIA program performance reporting.

Statutory and/or regulatory requirements to be waived

The State of Indiana is seeking a waiver of the core indicators of performance and the customer satisfaction measures required in WIA Section 136(b), as well as accompanying regulations in 20 CFR 666.100. Indiana is requesting a waiver of the state and local requirements to report on these measures and to instead adopt and report on the Common Measures, as delineated in TEGL 17-05, Change 2, operational guidance for federal job training and employment programs. If granted this waiver, Indiana would operate solely under the six common measures for adults and dislocated workers (entered employment, employment retention and average earnings) and three common measures for youth (placement in employment or education, attainment of a degree or certificate and numeracy/literacy gains).

The purpose of this waiver is to remove the burden (i.e., known substantial inconsistencies) inherent in current WIA performance reporting requirements. This would also allow Indiana to align accountability within the workforce investment system, by holding programs administered by the Indiana Department of Workforce Development to a consistent set of performance criteria.

This request supports Indiana’s Strategic Plan to align strategy, services to customers and accountability across the workforce investment programs administered by the Indiana Department of Workforce Development. It should be noted that, effective July 1, 2007 (PY 2007), the Department integrated services across the WIA and Wagner-Peyser programs. Customers are co-enrolled in all funding streams for which they are both eligible and receive services.

WIA program performance has been based on the 17 performance measures defined in the WIA legislation (cited above). Approval of this waiver request will permit Indiana to continue solely using the

9 common measures and will be consistent with implementation of the accountability system envisioned by US DOL.

Actions undertaken to remove state or local barriers

There are no state or local barriers.

Goals and expected programmatic outcomes of waiver

The Governor's priorities for the workforce investment system include grow Hoosier jobs and employment and growing Hoosier personal income. This waiver will enable the State to measure how well the workforce investment system performed towards meeting these priorities. Goals are set each year for each common measure and they may stay the same or be increased the following year. The goals set standards for achievement within the workforce system. They are set through a negotiation process between the US Department of Labor and DWD and are based on a combination of economic factors.

Individuals impacted by waiver

Implementation of this requested waiver would permit Indiana, its workforce investment boards, regional workforce boards and service providers to operate under a single and consistent set of performance measures, thus simplifying and integrating program design, delivery and reporting. It would eliminate conflicting and contradictory data collection requirements and would allow local areas to operate under clearer performance directives. Multiple programs would use the same performance measures, so there would be standardization of participant performance assessment across programs. Case management would be facilitated and barriers to coordination would be reduced. Other programmatic outcomes include:

- All youth would be measured by the same set of measures, eliminating the need to track and report older and younger youth separately.
- The credential measure for adults and dislocated workers would be removed, allowing certificate attainment to be a focus for youth.
- "Skill Attainment" would be eliminated as a measure for youth.
- Academic and occupational outcomes for all youth would be improved by the inclusion of in-school youth in the "Placement in Employment and Education" and "Attainment of a Degree or Certificate" youth common measures. In-school youth are excluded in the youth performance standards.
- Customer Satisfaction would be removed from the measures.

All customers and service providers in the statewide workforce investment system would be positively impacted by the elimination of a dual set of performance criteria. Individual customers will be presented with more consistent service offerings among programs and a common set of goals.

Providers will have clearer performance directives and will be able to focus on designing services around one set of performance criteria, thus spending less time on duplicate tracking and reporting and more time on direct customer service.

State and local WIA and partner staff will likewise benefit from facilitated case management and continuity of services among programs.

Process for monitoring progress in implementation

The Indiana Department of Workforce Development administers the WIA Title IB, Wagner-Peyser Act and Trade Adjustment Assistance programs. DWD also administers TrackOne – an on-line electronic case management system. It is the mechanism for local areas to manage services to customers. It is also the system that DWD uses to collect the participant data for the federally mandated reporting requirements. TrackOne is configured to be fully capable of the data collection and reporting required for Common Measures.

DWD will monitor the progress of the waiver implementation through analysis of local performance results as well as through ongoing oversight and exchanges with local area management and staff. Technical assistance on common measures data entry and reporting has been and will continue to be provided to key state and local WIA and partner program staff.

Notice to affected local boards

DWD will publish this waiver request with the Strategic State Plan on the Department's website (www.in.gov/dwd). Notice of publication and invitation for public comment will be disseminated to all the individuals associated with Indiana's workforce investment system.

Public Comment

Individuals will have 30 days to comment on the Strategic State Plan, including all submitted waiver requests. All comments on this waiver request will be provided to the USDOL upon the closing of the review and comment period.

Waiver Request 2
Indiana Department of Workforce Development
Waiver of WIA Section 133(b)(4)
To increase the transfer amount between Adult and Dislocated Worker
funding streams allocated to a local area
Effective: September 15, 2012 – June 30, 2017

The State of Indiana is requesting a waiver to permit an increase in the amount a State is allowed to transfer between the Adult and Dislocated Worker funding streams as permitted in WIA Section 133(b)(4). Indiana requests that the transfer authority be increased to up to 50 percent.

Statutory and/or regulatory requirements to be waived

Indiana requests a waiver to Section 133(b)(4) and 20 CFR 661.420(c) – the authority to transfer up to 30 percent of the allocation between the Adult and Dislocated Worker programs. The State requests this waiver to specifically eliminate the 30 percent limitation on transferring funds between the Adult and Dislocated Worker programs at WIA Section 133(b)(4) and to allow the transfer percentage be increased to up to 50 percent.

The primary goal that the State intends to achieve with this waiver is the continuation of its integrated service strategy where all customers are co-enrolled into all programs for which they are both eligible and receive services -- customers are provided services based upon their needs, rather than from programmatic silos. Allowing the 50 percent transfer of funds between the Adult and Dislocated Worker programs ensures that funds are maximized at the local and regional levels, and that the areas are able to apply the funds where they are needed the most, based upon the changing economic conditions. In addition, this waiver allows the local and regional areas to maximize the use of WIA Adult and Dislocated Worker funds for direct client services and training, rather than for unnecessary and duplicative administrative overhead costs.

Actions undertaken to remove state or local barriers

No state statutory or regulatory barriers exist at this time.

Goals and expected programmatic outcomes of waiver

This waiver will help DWD achieve the strategic goal set by the State Workforce Innovation Council – “Identify, align and connect Indiana employers with qualified workers” - by having the ability to transfer funding to better meet the needs of employers. Specifically, approval of this waiver will enable customers to be trained so they have the skills needed by Indiana employers. This waiver will be measured through attainment of the Common Measures.

Individuals impacted by the waiver

The waiver benefits local and regional boards, employers, WIA Adult and Dislocated Worker participants and service providers. Because this waiver allows local and regional boards through Indiana to have greater flexibility to design programs based on regional needs and priorities which maximize the use of a

limited amount of funds, all WorkOne customers benefit from expanded access to a comprehensive mix of integrated services.

Process for monitoring progress in implementation

The State closely monitors all aspects of Indiana's workforce investment system, including the implementation and management of this waiver. While all local and regional boards have the ability to transfer funds between WIA Adult and Dislocated Worker programs, State policy requires written permission first from the State Workforce Innovation Council. This process allows the State to ensure that Adult and Dislocated Worker funds are being maximized at the local and regional levels to provide the most meaningful services to Hoosiers.

Notice to affected local boards

DWD will publish this waiver request with the Strategic State Plan on the Department's website (www.in.gov/dwd). Notice of publication and invitation for public comment will be disseminated to all individuals interested in Indiana's workforce development system.

Public Comment

Individuals will have 30 days to comment on the Strategic State Plan, including all submitted waiver requests. All comments on this waiver will be provided to the USDOL upon the closing of the review and comment period.

Waiver Request 3
Indiana Department of Workforce Development
Waiver of WIA Section 123
Allow Older and/or Out-of-School Youth to Use Individual Training Accounts
Effective: September 15, 2012 – June 30, 2017

The State of Indiana is requesting a waiver of the requirements included in 20 CFR 664.510, which prohibits the provision of Individual Training Accounts (ITAs) to WIA youth participants.

Statutory and/or regulatory requirements to be waived

Indiana requests a waiver of the provisions of 20 CFR 664.510, which prohibits WIA youth participants from receiving Individual Training Accounts. This waiver would allow older and/or out-of-school youth to receive Individual Training Accounts through the usage of WIA Youth Funding.

The US Department of Labor (USDOL) issued a strategic vision on the delivery of youth services under WIA. USDOL emphasized that youth services be demand-driven, and that WIA services prepare those youth most at-risk and also the neediest for job opportunities with upward mobility. Approval of this waiver will assist Indiana achieve our goals and will assist us in implementing USDOL's strategic vision for youth. It will also allow us to reduce much of the administrative costs of procuring training providers for youth. Older and/or out-of-school youth will no longer need to meet adult or dislocated worker eligibility requirements to pursue their occupational goals. Eligibility will no longer need to be determined twice due to having to co-enroll in both the WIA Youth and Adult/Dislocated Worker programs in order to receive ITAs.

This waiver will allow older and/or out-of-school youth to select training institutions and courses through the statewide eligible training provider system named "IN Training." Indiana believes these youth will benefit from the training provided by these certified training providers. Allowing youth to use ITAs will streamline services, will increase customer choice and will increase local flexibility.

Indiana is committed to ensuring that the appropriate youth services be provided through the ten youth program elements. Local areas will be monitored by the State to ensure all ten program elements will be made available. Monitoring will include checking for compliance with federal and state policy and guidance and local policy.

Actions undertaken to remove state or local barriers

No state statutory or regulatory barriers exist at this time.

Goals and expected programmatic outcomes of waiver

Approval of this waiver will assist Indiana in meeting the following strategic goal established by the State Workforce Innovation Council – "Ensure Hoosiers understand and achieve occupational goals that advance Indiana's economy." Approval of this waiver will help the workforce system provide career development to at-risk youth that includes occupational training and workplace-skill development with a

focus on high-wage and high-demand jobs. Youth will have optimal flexibility in selecting their occupational category. It is anticipated that this waiver will enable the State to improve the WIA Youth attainment of a degree or certificate common measure.

Individuals impacted by the waiver

- Older and/or out-of-school youth will benefit because they will be able to select a training program from a listing of certified providers and will receive these services more quickly.
- Local areas will benefit because they will not have to direct local resources to costly and time consuming competitive procurements.
- Training providers will benefit because they will not have to follow two separate procedures to provide training for adults and dislocated workers and for youth.

Process for monitoring progress in implementation

The Indiana Department of Workforce Development administers the WIA Title IB, Wagner-Peyser Act and Trade Adjustment Assistance programs. DWD also administers Track One – an on-line electronic case management system. It is the mechanism for local areas to manage services to customers. It is also the system that DWD uses to collect the data for the federally mandated reporting requirements. DWD will monitor the progress of the waiver implementation through analysis of local performance results as well as through ongoing oversight and exchanges with local area management and staff.

Notice to affected local boards

DWD will publish this waiver request with the Strategic State Plan on the Department's website (www.in.gov/dwd). Notice of publication and invitation for public comment will be disseminated to all individuals involved in or affected by Indiana's workforce system.

Public Comment

Individuals will have 30 days to comment on the Strategic State Plan, including all submitted waiver requests. All comments on this waiver will be provided to the USDOL upon the closing of the review and comment period.

Waiver Request 4
Indiana Department of Workforce Development
Waiver of Section 134(a)(1)(A)
To use 20 percent of Rapid Response funding for Incumbent Worker Training
Effective: September 15, 2012 to June 30, 2017

The State of Indiana is requesting a waiver of WIA Section 134(a)(1)(A) to be permitted to use up to 20 percent of the funds reserved for rapid response activities to be used for incumbent worker training only as part of a lay-off aversion strategy.

Statutory and/or regulatory requirements to be waived

This waiver would permit Indiana to use up to 20 percent of rapid response funds for incumbent worker training as part of a lay-off aversion strategy. The training will be limited to layoff aversion due to the present economic climate where training laid off workers is of paramount importance. The training will also be restricted to skill attainment activities only. Indiana will report performance outcomes for incumbent workers served under this waiver in the Workforce Investment Act Standardized Record Data system (WIASRD). Indiana will also follow the policy guidance provided in TEGL 30-09, “Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver.”

Actions undertaken to remove state or local barriers

No state statutory or regulatory barriers exist at this time.

Goals and expected programmatic outcomes of waiver

Though Indiana has seen increased private sector employment over the last few years, it is still likely that a number of employers are struggling and are at-risk for layoffs due to economic conditions, and a number of reasons. The State of Indiana is committed to utilizing resources to assist these companies in averting these layoffs, retaining their employees, and remaining competitive during adverse economic conditions. The primary goal of this waiver request would be to allow the usage of rapid response funds for training to workers employed at those companies that are at-risk for potential layoffs. The training funds provided through this waiver would allow those workers to increase their skills and education level to either remain employed at their current employer, helping the employer through the challenging times with higher skill levels, or become quickly reemployed should the risk for layoff come to fruition.

An additional goal of the waiver is to leverage and increase the flexibility of funding on the local level to support workforce investment projects serving alternative client populations. Consistent with the Governor’s strategic priorities of growing Hoosier jobs and employment and growing Hoosier personal income, the Indiana Department of Workforce Development is seeking to provide workforce investment services and activities to a client population not normally eligible for WIA enrollment. This strategy is designed to move incumbent worker populations to a “higher rung” on the occupational ladder, thereby increasing the availability of entry-level positions for WIA enrollees and recent exiters.

Common Measures will be the mechanism that measures the affect of this waiver. Goals are set each year for each common measure and they may stay the same or be increased for the following year. The goals set standards for achievement within the workforce system. They are set through a negotiation process between the US Department of Labor and DWD and are based on a combination of economic factors.

Individuals impacted by waiver

Incumbent workers who are in danger of lay off or plant closure are most affected by this waiver. These incumbent workers will have increased opportunities to learn high tech, high wage skills, thus increasing their potential for employment or better employment. Workforce investment boards and regional workforce boards will have additional training resources available to them. The employer community will have a larger pool of trained applicants.

Process for monitoring progress in implementation

Indiana has been operating under this waiver since Program Year 2011. To ensure that this waiver was properly implemented, the Indiana Department of Workforce Development and the State Workforce Innovation Council developed and implemented [DWD Policy 2010-04](#). This policy provided guidance to Indiana's Workforce Investment System on how Rapid Response funds could be used for layoff aversion incumbent worker training, what conditions may exist that identify the potential for future layoffs, and the protocols for requesting Rapid Response funds from the State for these layoff aversion incumbent worker training.

Further, the Indiana Department of Workforce Development administers the WIA Title IB, Wagner-Peyser Act and Trade Adjustment Assistance programs. DWD also administers Track One – an on-line electronic case management system. It is the mechanism for local areas to manage services to customers. It is also the system that DWD uses to collect the data for the federally mandated reporting requirements. DWD will monitor the progress of the waiver implementation through analysis of local performance results as well as through ongoing oversight and exchanges with local area management and staff.

Notice to affected local boards

DWD will publish this waiver request with the Strategic State Plan on the Department's website (www.in.gov/dwd). Notice of publication and invitation for public comment will be disseminated to all individuals involved in or affected by Indiana's workforce system.

Public Comment

Individuals will have 30 days to comment on the Strategic State Plan, including all submitted waiver requests. All comments on this waiver will be provided to the USDOL upon the closing of the review and comment period.

Waiver Request 5
Indiana Department of Workforce Development
Waiver of Section 134(a)
To Permit Local Areas to Use a Portion of Local Funds for
Incumbent Worker Training
Effective: September 15, 2012 to June 30, 2017

The State of Indiana is requesting a waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training.

Statutory and/or regulatory requirements to be waived

This waiver would permit local workforce investment areas in Indiana to use up to 10 percent of local Dislocated Worker formula allocated funds and up to 10 percent of local formula allocated Adult funds for incumbent worker training as part of a lay-off aversion strategy. The training will be limited to layoff aversion due to the present economic climate where training laid off workers is of paramount importance. The training will also be restricted to skill attainment activities only. Indiana will report performance outcomes for incumbent workers served under this waiver in the Workforce Investment Act Standardized Record Data system (WIASRD). Local areas will continue to conduct the required local employment and training activities at WIA Section 134(d).

Actions undertaken to remove state or local barriers

No state statutory or regulatory barriers exist at this time.

Goals and expected programmatic outcomes of waiver

Though Indiana has seen increased private sector employment over the last few years, it is still likely that a number of employers are struggling and are at-risk for layoffs due to economic conditions, and a number of reasons. The State of Indiana is committed to utilizing resources to assist these companies in averting these layoffs, retaining their employees, and remaining competitive during adverse economic conditions. The primary goal of this waiver request would be to allow the usage of local WIA Dislocated Worker funds for training to workers employed at those companies that are at-risk for potential layoffs. The training funds provided through this waiver would allow those workers to increase their skills and education level to either remain employed at their current employer, helping the employer through the challenging times with higher skill levels, or become quickly reemployed should the risk for layoff come to fruition.

An additional goal of the waiver is to leverage and increase the flexibility of funding at the local level to support workforce investment projects serving alternative client populations. Consistent with the Governor's strategic priorities of growing Hoosier jobs and employment and growing Hoosier personal income, the Indiana Department of Workforce Development is seeking to provide workforce investment services and activities to a client population not normally eligible for WIA enrollment. This strategy is designed to move incumbent worker populations to a "higher rung" on the occupational ladder, thereby increasing the availability of entry-level positions for WIA enrollees and recent exiters.

Common Measures will be the mechanism that measures the affect of this waiver. Goals are set each year for each common measure and they may stay the same or be increased for the following year. The goals set standards for achievement within the workforce system. They are set through a negotiation process between the US Department of Labor and DWD and are based on a combination of economic factors.

Individuals impacted by waiver

Incumbent workers who are in danger of lay off or plant closure are most affected by this waiver. These incumbent workers will have increased opportunities to learn high tech, high wage skills, thus increasing their potential for employment or better employment. Workforce investment boards and regional workforce boards will have additional training resources available to them. The employer community will have a larger pool of trained applicants.

Process for monitoring progress in implementation

Indiana has been operating under a waiver allowing 20 percent of its Rapid Response funds to be used for layoff aversion incumbent worker training since Program Year 2011. After that waiver was initially granted, the Indiana Department of Workforce Development and the State Workforce Innovation Council developed and implemented [DWD Policy 2010-04](#). This policy provided guidance to Indiana's Workforce Investment System on how Rapid Response funds could be used for layoff aversion incumbent worker training, what conditions may exist that identify the potential for future layoffs, and the protocols for requesting Rapid Response funds from the State for these layoff aversion incumbent worker training. Upon approval of this waiver request, DWD will update the guidance contained within DWD Policy 2010-04, providing instructions for the proper implementation of this waiver, including how to document potential layoffs and the usage of local WIA Dislocated Worker funds for layoff aversion incumbent worker training.

The Indiana Department of Workforce Development administers the WIA Title IB, Wagner-Peyser Act and Trade Adjustment Assistance programs. DWD also administers Track One – an on-line electronic case management system. It is the mechanism for local areas to manage services to customers. It is also the system that DWD uses to collect the participant data for the federally mandated reporting requirements. DWD will monitor the progress of the waiver implementation through analysis of local performance results as well as through ongoing oversight and exchanges with local area management and staff.

Notice to affected local boards

DWD will publish this waiver request with the Strategic State Plan on the Department's website (www.in.gov/dwd). Notice of publication and invitation for public comment will be disseminated to all individuals involved in or affected by Indiana's workforce system.

Public Comment

Individuals will have 30 days to comment on the Strategic State Plan, including all submitted waiver requests. All comments on this waiver will be provided to the USDOL upon the closing of the review and comment period.

Waiver Request 6
Indiana Department of Workforce Development
Waiver of Section 134(a)
To waive certain mandatory uses for Governor's Reserve funding
Effective: September 15, 2012 to June 30, 2017

The State of Indiana is requesting a waiver of WIA Section 134(a) to waive certain mandatory uses for Governor's Reserve funding.

Statutory and/or regulatory requirements to be waived

The State of Indiana is requesting the following three waivers concerning Governor's Discretionary funding:

- Waiver of WIA Section 134(a)(2)(B)(i) and 20 CFR 665.200(b)(3) requiring dissemination of training provider performance and cost information.
- Waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d) requiring the completion of evaluations on workforce investment activities for adults, dislocated workers, and youth.
- Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) requiring provision of incentive grants to local areas.

Recent Congressional action decreased the percentage of Governor's Discretionary funding for states from 15 percent down to 5 percent. Consequently, funding has become severely limited while the costs of operating the One-Stop system and the fiscal and management accountability information system (mandatory activities) continue to rise. Also, this allows Indiana to redirect funds normally set aside for those activities listed above to those activities that preserve the basic functions of the system.

Actions undertaken to remove state or local barriers

No state statutory or regulatory barriers exist at this time.

Goals and expected programmatic outcomes of waiver

Approval of this waiver will help achieve the following strategic goal set by the State Workforce Innovation Council: Achieve a cohesive workforce investment system that focuses on delivering high quality services with great efficiency. With this waiver, Governor's Discretionary funding will be used to enhance those primary and basic functions of the system.

Common Measures will be the mechanism that measures the affect of this waiver. Goals are set each year for each common measure and they may stay the same or be increased for the following year. The goals set standards for achievement within the workforce system. They are set through a negotiation process between the US Department of Labor and DWD and are based on a combination of economic factors.

Individuals impacted by waiver

All individuals associated with Indiana's workforce investment system will be affected by this waiver.

Process for monitoring progress in implementation

The Indiana Department of Workforce Development administers the WIA Title IB, Wagner-Peyser Act and Trade Adjustment Assistance programs. DWD also administers Track One – an on-line electronic case management system. It is the mechanism for local areas to manage services to customers. It is also the system that DWD uses to collect the participant data for the federally mandated reporting requirements. DWD will monitor the progress of the waiver implementation through analysis of local performance results as well as through ongoing oversight and exchanges with local area management and staff.

Notice to affected local boards

DWD will publish this waiver request with the Strategic State Plan on the Department's website (www.in.gov/dwd). Notice of publication and invitation for public comment will be disseminated to all individuals involved in or affected by Indiana's workforce system.

Public Comment

Individuals will have 30 days to comment on the Strategic State Plan, including all submitted waiver requests. All comments on this waiver will be provided to the USDOL upon the closing of the review and comment period.

Waiver Request 7

Indiana Department of Workforce Development

Waiver of Section 123

The requirement that providers of WIA Youth program elements be selected on a competitive basis

Effective: September 15, 2012 to June 30, 2017

The State of Indiana is requesting a waiver of WIA Section 123 that requires providers of WIA Youth program elements to be selected on a competitive basis.

Statutory and/or regulatory requirements to be waived

Indiana is requesting a waiver of WIA Section 123 to allow the WorkOne Centers or partner agencies to directly provide the following four (4) of the ten (10) program elements for youth:

- Paid and unpaid work experiences, including internships and job shadowing, as appropriate;
- Supportive services;
- Follow-up services for not less than 12 months after the completion of participation, as appropriate; and
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

Indiana and its regional areas will still meet Office of Management and Budget requirements (codified in 29 CFR 95.40 – 95.48 and 97.36) and all state and local procurement laws and policies.

Actions undertaken to remove state or local barriers

No statutory or regulatory barriers exist at this time.

Goals and expected programmatic outcomes of waiver

Approval of this waiver will help achieve the following priority of the Governor for the workforce system: growing Hoosier jobs and employment. With this waiver, the workforce system will have greater flexibility and improve service delivery to youth, thus placing additional youth into employment.

Common Measures will be the mechanism that measures the affect of this waiver. Goals are set each year for each common measure and they may stay the same or be increased for the following year. The goals set standards for achievement within the workforce system. They are set through a negotiation process between the US Department of Labor and DWD and are based on a combination of economic factors.

Individuals impacted by waiver

Workforce investment boards and regional workforce boards will have the opportunity to lessen administrative costs and redirect those funds to additional program activities to assist youth participants and strengthen performance.

Process for monitoring progress in implementation

The Indiana Department of Workforce Development administers the WIA Title IB, Wagner-Peyser Act and Trade Adjustment Assistance programs. DWD also administers Track One – an on-line electronic case management system. It is the mechanism for local areas to manage services to customers. It is also the system that DWD uses to collect the participant data for the federally mandated reporting requirements. DWD will monitor the progress of the waiver implementation through analysis of local performance results as well as through ongoing oversight and exchanges with local area management and staff.

Notice to affected local boards

DWD will publish this waiver request with the Strategic State Plan on the Department's website (www.in.gov/dwd). Notice of publication and invitation for public comment will be disseminated to all individuals involved in or affected by Indiana's workforce system.

Public Comment

Individuals will have 30 days to comment on the Strategic State Plan, including all submitted waiver requests. All comments on this waiver will be provided to the USDOL upon the closing of the review and comment period.

U.S. Department of Labor

Assistant Secretary for
Employment and Training
Washington, D.C. 20210



DEC 10 2012

The Honorable Mitchell E. Daniels, Jr.
Governor of Indiana
State House
Room 206
Indianapolis, Indiana 46204-2797

Dear Governor Daniels:

This letter provides approval of Indiana's State Integrated Workforce Plan for Title I of the Workforce Investment Act (WIA), the Wagner-Peyser Act (W-P), including the W-P Agricultural Outreach Plan, and plans for coordination with Trade Adjustment Assistance (TAA). The Employment and Training Administration (ETA) received the State Plan on September 14, 2012. This letter also responds to Indiana's WIA waiver requests.

Training and Employment Guidance Letter (TEGL) No. 21-11, issued on March 27, 2012, and TEGL No. 21-11, Change 1 issued on August 8, 2012, provide guidance for states to submit their State Workforce Plans and waivers for Program Year (PY) 2012 and beyond. We appreciate the State's responsiveness to this guidance.

Plan Review and Approval

ETA has reviewed the Indiana State Integrated Workforce Plan in accordance with Title I of WIA, the Wagner-Peyser Act, the Trade Act (as amended), the corresponding regulations, the State Integrated Workforce Plan Requirements for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce Programs (<http://www.doleta.gov/usworkforce/wia-planning/docs/integrated-planning-guidance.pdf>), and TEGL No. 21-11 and the corresponding Change 1. Pursuant to 20 CFR 661.230(e), this letter constitutes a written determination under WIA Section 112 (29 USC 2822) that ETA is approving the WIA Title I, W-P and TAA portions of Indiana's State Plan for the period July 1, 2012 through June 30, 2017, PY 2012-PY 2016. The annual W-P Agricultural Outreach Plan is approved for the period July 1, 2012 through June 30, 2013.

The State is eligible to receive WIA formula allotments for Adult, Dislocated Worker, and Youth programs, and W-P program allotments, effective July 1, 2012 through June 30, 2017.

Performance Levels

Program performance goals for PY 2012 WIA and Wagner-Peyser have been reached in negotiations between the ETA Regional Administrator and your state workforce agency. Indiana's goals were transmitted to the agency in the Regional Administrator's letter dated November 21, 2012. This letter also indicates that Indiana's final performance goals for PY 2012 will be incorporated into the Regional and National Office copies of the State

Integrated Workforce Plan. Please include these final PY 2012 goals in the State's official copy of the State Plan. For your convenience, your final negotiated performance goals are enclosed with this letter.

Waivers

As part of Indiana's State Integrated Workforce Plan, the State submitted waiver requests for waivers of statutory and regulatory requirements under WIA (copy enclosed). The State's requests for waivers are written in the format identified in WIA Section 189(i)(4)(B) and 20 CFR 661.420(c). The disposition of the State's waiver requests is outlined below. This action is taken under the Secretary's authority at WIA Section 189(i) to waive certain requirements of WIA Title I, Subtitles B and E, and Sections 8-10 of the Wagner-Peyser Act.

Waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth.

The State requested a waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts (ITAs) for older youth and out-of-school youth program participants. The State is granted approval of this waiver through June 30, 2017. Under this waiver, the State can use ITAs for older youth and out-of-school youth program participants. The State must continue to make the 10 youth program elements available as described at WIA Section 129(c)(2). The State should ensure that funds used for ITAs are tracked and that the ITAs are reflected in the individual service strategies for these youth.

Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area.

The State requested a waiver to permit an increase in the amount a state is allowed to transfer between the Adult and Dislocated Worker funding streams. The State is granted approval of this waiver through June 30, 2017. Under the waiver, transfer authority is limited to 50 percent. This limitation provides states flexibility while ensuring consistency with Congressional intent regarding the level of funding appropriated for the WIA Adult and Dislocated Worker programs.

Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training.

The State requested a waiver to permit local areas to conduct allowable statewide activities as defined under WIA Section 134(a)(3) with local WIA formula funding, specifically incumbent worker training. The State is granted this waiver through June 30, 2017. Under this waiver, the State is permitted to allow local areas to use up to 10 percent of local Dislocated Worker funds and up to 10 percent of local Adult funds for incumbent worker training only as part of a layoff aversion strategy. Use of Adult funds must be restricted to serving lower income adults under this waiver. ETA believes limiting incumbent worker training to the specified level and requiring it to be a part of layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training delivered under this waiver is restricted to skill attainment activities. Local areas must continue

to conduct the required local employment and training activities at WIA Section 134(d), and the State is required to report performance outcomes for any individual served under this waiver in the Workforce Investment Act Standardized Record Data system (WIASRD), field 309. TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provide policy guidance related to implementation of this waiver.

Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training.

The State requested a waiver to permit use of rapid response funds to conduct allowable statewide activities as defined under WIA Section 134(a)(3), specifically incumbent worker training. The State is granted approval of this waiver through June 30, 2017. Under this waiver, the State is permitted to use up to 20 percent of rapid response funds for incumbent worker training only as part of a layoff aversion strategy. ETA believes limiting incumbent worker training to layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training delivered under this waiver is restricted to skill attainment activities. The State is required to report performance outcomes for any incumbent workers served under this waiver in the Workforce Investment Act Standardized Record Data system (WIASRD), field 309. TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provide policy guidance related to implementation of this waiver.

Waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common measures.

The State requested a waiver that allows the State to replace the 17 performance measures under WIA Section 136(b) with the common measures. The State is granted approval of this waiver through June 30, 2017. This waiver permits the State to negotiate and report WIA outcomes against the common performance measures only, rather than the performance measures described at WIA Section 136(b). The State will no longer negotiate and report to ETA on the following WIA measures: WIA adult and dislocated worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. The State will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and WIA Dislocated Worker programs. The State will use the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth program. Workforce Investment Act Standardized Record Data system (WIASRD) item 619, Type of Recognized Credential, should be completed for each individual as appropriate, regardless of this waiver to report on common performance measure outcomes only.

Waiver of WIA Section 123 that requires that providers of Youth program elements be selected on a competitive basis.

The State requested a waiver of the WIA Section 123 requirement for competitive procurement of service providers for four of the ten youth program elements: supportive services; follow-up services; work experience; and comprehensive guidance and counseling. ETA believes that competitive procurement of these elements is the most efficient and cost-effective way to ensure the development of high-quality service providers, but we agree with the state that for some elements competitive procurement impacts continuity of services to youth and connections to work experience/internship host agencies and employers. Therefore, we are approving this waiver through June 30, 2017.

We approve the waiver to permit the State to allow its American Job Centers or partner agencies to directly provide the youth program elements of guidance and counseling, supportive services, follow-up services, and work experience. However, we approve the waiver for the element of guidance and counseling on the condition that the State may make this waiver available to local areas on a case-by-case basis to those areas that demonstrate a cost savings and ensure that its implementation provides equitable services to all customers regardless of background. The State must provide guidance outlining the criteria for obtaining such flexibility and must ensure that it reviews the following factors in assessing such requests:

- Description of the alternative service delivery arrangement
- Name of the AJC Operator or partner program that will provide the service
- Justification in support of the determination to not select the provider through a competitive procurement
- How customer service will be improved, including how the local area will leverage and coordinate services with community based organizations that serve diverse populations
- How the benefits will be measured

The State must monitor the implementation of this waiver on an ongoing basis and include its oversight in local area compliance monitoring.

Waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d) to exempt the state from the requirement to conduct evaluations.

The State requested a waiver of the requirement to conduct evaluations of workforce investment activities for adults, dislocated workers, and youth in order to establish and promote continuous improvement of the statewide workforce investment system. The State is granted this waiver effective through June 30, 2013.

Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) to exempt a state from the requirement to provide local workforce investment area incentive grants.

The State requested a waiver of the requirement to provide local workforce investment areas incentive grants to reward regional cooperation, local coordination of activities, and exemplary

performance. The State is granted this waiver effective through June 30, 2013.

Waiver of 20 CFR 665.200(b)(3) to exempt the state from the requirement to disseminate training provider performance and cost information.

The State requested a waiver of the requirement to disseminate training provider performance and cost information. The State is granted this waiver through June 30, 2013.

Waiver of the provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers.

The State was previously granted a waiver of the time limit on the period of initial eligibility of training providers provided at 20 CFR 663.530. The State has indicated that it does not want to renew this waiver. The waiver approval period will lapse and the waiver will expire December 31, 2012.

The approved waivers are incorporated by reference into the State's WIA Grant Agreement, as provided for under paragraph 3 of the executed Agreement, and are incorporated into the State Integrated Workforce Plan. A copy of this letter should be filed with the State's WIA Grant Agreement and with the approved State Plan. In addition, as described in TEGL No. 29-11, the State should address the impact these waivers have had on the State's performance in the WIA annual performance report, due on October 1 of each year.

We look forward to working together as you implement your State Integrated Workforce Plan for PY 2012 and beyond. As discussed in TEGL 36-11, we strongly encourage State WIA grantees to adopt the use of the American Job Center brand for your physical One-Stop Career Centers and online tools. We are available to provide technical assistance. If you have any questions related to the issues discussed above, please contact Stacy O'Keefe, the Federal Project Officer for Indiana, at 312-596-5527 or Okeefe.Stacy@dol.gov.

Sincerely,



Jane Oates
Assistant Secretary

Enclosures

cc: Byron Zuidema, Regional Administrator, ETA Chicago Regional Office
Stacy O'Keefe, Federal Project Officer for Indiana